

ADM.
RARY

SAL *management*



Rex Cole . . . he promised Owen Young electric lights by Christmas. (See page 125.)

**How Rex Cole Built a Blue Ribbon Sales
Organization . . . The National Drug Store
Survey Report . . . The Cannery Campaign**

FIFTY CENTS

May 1, 1932



THE retail trade of Oklahoma's "hick" towns is done chiefly in horse-collars, snake oil and ten-gallon hats—so think those whose knowledge of the "wild and woolly West" has come from the movies and fiction.

The needs and desires, however, of Oklahomans are the same as those of any other state, and these wants are satisfied in modern stores in modern cities.

The retail stores of Oklahoma City do an annual retail volume of \$119,000,000 — one-sixth of the state's total. And although most urban

families in its trade territory average 10 buying trips per year to Oklahoma City, the per capita retail sales in most of the 62 towns over 1,000 population in this area are above the U. S. average. And Oklahoma City wholesalers and distributors benefit to the extent of \$269,000,000 a year—ranking Oklahoma City 28th in the U. S. in wholesale volume and 6th in the South in comparison to its population rank of 43rd and 9th.

The Oklahoman and Times alone do a thorough selling job in this million-person market, profitably and economically, at one low advertising cost.



An air view of Shawnee, Okla., showing a portion of the business district. Shawnee is one of the 62 towns over 1,000 population in the Oklahoma City Market and one of the 9 over 10,000. Population—23,283. Retail sales, 1929, \$19,240,203.



THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES

OKLAHOMA PUBLISHING COMPANY
 Oklahoma Farmer-Stockman Station WKY
National Representative E. KATZ Special Advertising Agency

Ethyl will match Liberty's keener Reader Interest with a better quality gasoline



THE current issue of Liberty (April 30th) announces a newer standard of Ethyl. It is a better quality gasoline. It gives acceleration, mileage, and freedom from carbon troubles to a degree amazing even to old time Ethyl enthusiasts. Its performance is *guaranteed* by double test and inspection—something no other fuel has ever offered.

America is going to hear about this new standard of Ethyl through 124 magazines including Liberty (America's Best Read Weekly). It seems fitting that the Ethyl story should be matched by a medium of Liberty's reader interest.

Just as all surveys show that Ethyl users are Ethyl fans, so do the 6 Gallup Surveys* show that Liberty readers give 23% to 142% more attention to advertisements in Liberty.

By the manner in which Ethyl sales are climbing, one must realize that people are finding it pleasant to spend more and more time out on the highways. That means time taken away from magazines and magazine advertisements. This situation may not be measured through a magazine that comes into a home on a subscription. But with 99% of Liberty's circulation bought copy by copy, 99% of its copies *must* go to persons who have the time and desire to read.

It is understandable, therefore, why the 6 Gallup Surveys* should show advertisements in Liberty enjoying about double the normal attention value. Thus, the problem that Ethyl creates, Ethyl solves by giving Liberty its maximum schedule.

*THE 6 Gallup Surveys were made last summer in Springfield, Mass., Philadelphia, Pa., Greensboro, N. C., Columbus, O., Topeka, Kans., Sioux Falls, S. D., by Dr. George Gallup and his staff. Dr. Gallup is Professor of Journalism and Advertising at Northwestern University. He used the method of studying reader interest for which he is famous.

15,000 men and women were called on. Wherever readers of current issues of one or more of the 4 mass weekly magazines were found, they were conducted through the issue—page by page, asked to check every editorial and advertising item that they had read.

The Association of National Advertisers observed the work of interrogation and tabulation in 3 of the 6 cities.

Since the Gallup findings were published, they have been applied to numerous advertising lists. Requests are constantly being received for copies of the Report. Because Liberty's First Quarter has just closed with advertising billing up 46% over the preceding Quarter, we are naturally interested in distributing this Report to advertisers who have not yet applied it to their 1932 plans. If 23% to 142% greater reader interest for your advertising seems worthwhile in view of current conditions, you are invited to write for your copy of the Gallup Report. Address Liberty, 420 Lexington Avenue, New York City.

Some of Liberty's 1932 Advertisers

ADVERTISER	PRODUCT
Barbasol Company	Shaving Cream
Borden Company	Eagle Brand Condensed Milk, Malted Milk
Bristol-Myers Co.	Ingram's Shaving Cream, Ipana, Ingram's Milkweed Cream, Sal Hepatica
Brunswick-Balke-Collender Co.	Billiard Tables
California Packing Corp.	Del Monte Products
Chesebrough Mfg. Co.	Vaseline Hair Tonic
Fred G. Clark Co.	Hygie Motor Oil
Cluett Peabody & Co.	Arrow Shirts
Colgate-Palmolive-Peet Co.	Colgate & Palmolive Shaving Cream
Coty, Inc.	Preparations
Crosley Radio Corp.	Radios
R. B. Davis Co.	Cocoma
Jos. Dixon Crucible Co.	Ticonderoga Pencils
Ethyl Gasoline Corp.	Ethyl Gasoline
Ex-Lax Company	Ex-Lax
Forhan Company	Toothpaste
General Electric Co.	Refrigerator, Radio, Holpoint Appliances, Photoflash Lamps, Holpoint Electric Range
General Foods Corp.	Grape-Nuts, Postum, Maxwell House Coffee, Post's Bran Flakes
General Motors Corp.	Pontiac
Gillette Safety Razor Co.	Gillette & Probak Blades
J. P. Gordon Co.	Auto Seat Covers
H. J. Heinz Co.	Spaghelli, Baked Beans
International Mercantile Marine	Travel
International Silver Co.	Sterling Silver
Johnson & Johnson	Tek Tooth Brush, Modess
Kleenex Company	Kleenex
Kolynos Company	Dental Cream
Kotex Company	Kotex
Kroehler Mfg. Co.	Furniture
Lambert Pharmacal Co.	Listerine, Listerine Toothpaste, Masso Brushes
Lavoris Chemical Co.	Lavoris
Lever Brothers Company	Lifebuoy Shaving Cream, Lifebuoy Soap, Lux Soap, Rinso
Lionel Corp.	Lionel Trains
Mennen Company	Shaving Cream, Tale for Men
Morton Salt Co.	Salt
Nyal Company	Nyal Products
Olson Rug Company	Rugs
Park Chemical Co.	Parko Automobile Polish
Parker Pen Co.	Fountain Pens, Ink and Desk Sets
Pepsodent Company	Toothpaste
Philadelphia Storage Battery Co.	Philco Radio
Phoenix Mutual Life Insurance Co.	Insurance
Royal Typewriter Co.	Typewriters
Seiberling Rubber Co.	Tires
A. Stein & Co.	Paris and Hickory Products
Texas Company	Gasoline and Oil
Veldown Company	Veldown
Wander Company	Ovaltine
G. Washington Coffee Refining Co.	Coffee
Western Clock Co.	Clocks
W. F. Young, Inc.	Absorbine, Jr.
Zonite Products Co.	Zonite

Liberty ... America's BEST READ Weekly

80% traced directly to NEWS ad

"Any doubt which we may have had in our minds regarding the pulling power of the Newark Evening News for the merchants of East Orange has been dispelled. Last week we ran one ad announcing a three-day sale, and after a careful check-up we found that 80% of our business could be traced directly to the News ad. The response was so great it was necessary to close our doors for one hour on the first day of the sale to readjust our stock."

The old axiom about "what has been done can be done" has rung true in the case of*. And why shouldn't it—in a great, rapidly growing market of ably responsive moderns and the country's largest six-day advertising medium influencing their buying habits? What this advertiser has done you can do, with the

**Newark
Evening
News**

EUGENE W. FARRELL
Business & Advertising Mgr.
215-221 Market Street
Newark, New Jersey
O'MARA & ORMSBEE
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

*Name on file.

Survey of Surveys

BY WALTER MANN

Recent Electrical Data

In the past few months *Electrical World* has made four different studies to depict the scope and character of the central station and the electrical manufacturing markets. If the reader will overlook the



Pirie MacDonald
Walter Mann

portions which are essentially promotion for *Electrical World*, S. O. S. thinks that you who are interested in these fields will be able to find considerable data of value to advertising agencies and to other readers of this column. Briefly summarized these five studies are as follows:

(a) The Electrical Manufacturing Industry

This report relates to the volume of business available in the electrical manufacturing industry. It provides a summary of statistics for the electrical industry, a complete list of electrical machinery, apparatus and supplies produced in the major classes during 1929, the major portion of the industry's buying power by states and the concentration of the industry's buying power. This study was made among companies purchasing over 325 million dollars' worth of materials and parts annually. Don't miss it!

(b) Electrical Construction

This report contains comprehensive data on electrical construction in large commercial and public buildings. Construction volume between the years 1920 and 1931 is shown and compared with residential construction. Get it!

(c) Power Sales Activities of Central Stations

Here is shown the amount of electrical business available by classes and a picture of how one large utility goes after power sales business. A typical set-up of a central station power sales organization is also shown—most interesting. Send for it!

(d) Key Prospects in the Central Station Industry

In this study *Electrical World* makes a complete analysis of the worth-while prospects in the central station industry, breaks down their buying influences and gives comprehensive data on the number of holding companies and their buying practices. Moreover, it lists the 1,265 operating companies rated over 500 kva that produce 99 per cent of the energy produced by all central stations. Very interesting, and apparently very complete. Get it by all means!

If any of these interest you sufficiently to warrant further information, S.O.S. suggests that you get in touch with *Electrical World* and ask for a copy, on your business letterhead. Address, H. A. Haworth, Advertising Department, *Electrical World*, 330 West 42nd Street, New York City.

Market Data Handbook

Newest available data indicating the location, size and purchasing power of domestic markets for the products of American industry are presented in a supplemental report entitled, "General Consumer Market Statistics," recently released by the Department of Commerce. The report is published as the first supplement to the "Market Data Handbook of the United States."

Following the general set-up of the "Market Data Handbook," it brings up to date most of the statistical information relating to the consumer market section in which the general consumer market, the farm market, and the industrial market are each treated separately and in great detail.

All of the information included in this supplement falls within the years 1930 and 1929.

Approximately how much money the people of a given section maintain in the bank, what proportion of them file income tax returns, how many automobiles they own, the number of wholesale and retail outlets that serve them, etc.—are a few of the fundamental factors entering into an appraisal for marketing possibilities which this new supplement brings together.

Population, both city and rural, is shown for each county in the country as of the 1930 census count. Value of manufactured products, value added by manufacture, and worth of mine output are reported on the basis of 1929 returns. Savings deposits, postal receipts, and users of telephones are also reported in terms of counties.

One or two new series of statistics have been added in this compilation and several series previously published omitted. The following fifteen are included: total population; urban population; rural population; number of individual income-tax returns; savings deposits; post-office receipts; number of telephone subscribers; automobile registrations; value of mineral products; total value of wholesale sales; total number of wholesale outlets; production of the fisheries industry; data on retail distribution from the 1930 census, etc.

A summary table has been included, which shows the total of each series of statistics by states as well as for the United States as a whole. A series of maps has also been added which indicates the changes that have taken place in many of the statistical data since the year for which they were previously collected and published in the "Market Data Handbook." From these maps can be seen at a glance whether there has been a general increase or decrease in the particular items under discussion for any county or group of counties in the country, and will enable distributors to determine general trends in the purchasing power of the different counties in the country.

Copies of this publication are available for purchase from the Superintendent of Documents, Government Printing Office, Washington, D. C., or any of the District Offices of the Bureau located in principal cities, at the price of 60 cents per copy.

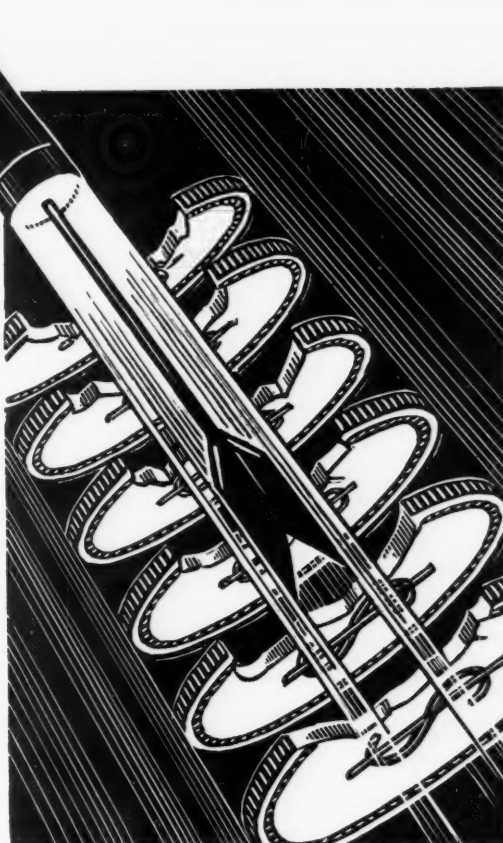
Just how much is the consumer's de- mand for "services" cutting into his pur- chases of commodities

INCREASING consumption of services—that's the outstanding feature of change in the national standard of living in the past 12 years. This trend was established in the first study of "The American Consumer Market", published in last week's issue of *The Business Week*.

But just *how far* has that shift in buying habits gone? At just what rate is it being made, year after year? Furthermore, after all payments for government services (taxes) and for investments (savings), how great a share of the consumer's dollar goes for purchase of strictly *commercial* services? To what exact extent does the shift in buying habits apply to the *domestic* consumer markets when the figures for foreign purchases are deducted?

It's of vital importance to business men to know the answer to these questions. Without these answers, they certainly can't form a clearly-defined picture of the present *actual* market for commodities as distinct from the market for "services".

As the next step in helping business to get clearer pictures of its true consumer market, *The Business Week* will give concrete answers to these important questions in the second of its twenty studies of "The Ameri-



can Consumer Market". This second study appears this week (May 4th Issue).

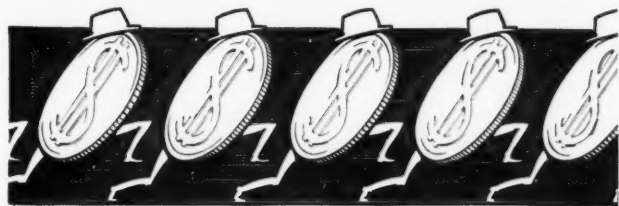
Nobody dealing with the consumer market can afford to miss reading this series of twenty studies. The series as a whole isn't a study of sales in a certain type of store or a certain-sized city—it isn't a projection of fragmentary data—it is a study of the expenditures of our entire population over the period from 1919 to 1930. And it covers just about everything the American people buy—roughly, about a thousand items.

No matter what your business, this series of studies will throw new light on your problems—will help you to a better understanding of the markets in which you are interested. The subscription rate to *The Business Week* is \$7.50 per year; \$10.00 in Canada.

THE BUSINESS WEEK

330 West Forty-Second Street

New York City



*Where are the Consumer's
Dollars Headed?*

You'll find the answer in the series of 20 studies, "The American Consumer Market", now running in *The Business Week*.



VERMONT, as 1932

Market, Ranks Among

First Half Dozen States



Savings—

Stands fifth among states in per capita savings.

Automobiles—

Near the top in comparative number cars registered. 1931 shows 3.8% less pleasure cars registered and 2.6% more trucks than 1930. Thousand dollar class and above is 1/5 larger than the national average.

Farm Cash Income—

1931-2 should equal 82% of last five-year average, one of the two best states.—Brookmire, September, 1931.

Electric Refrigerators—

One home in each 19 wired homes in Vermont has bought refrigerators in 1931 — 107 per cent of quota in the great N.E.L.A. plan.

Spendable Income—

12.9% above national per capita average.—“Sales Management.”

Banking Strength—

One of the three states without a bank suspension in 1931.

Retail Sales—

\$422 per capita vs. national average \$407.—Census of Distribution.

Employment—

Normal employment in Vermont is 141,000 persons. Latest surveys show less than 10,000 unemployed.

BARRE TIMES
BENNINGTON BANNER
BRATTLEBORO REFORMER
BURLINGTON FREE PRESS
RUTLAND HERALD
ST. JOHNSBURY CALEDONIAN-RECORD

VERMONT

ALLIED DAILIES

-and then, too, this OTHER big Advantage



AFTER your product is made, you have to box it, barrel it, crate it, jug it—do something with it to insure safe transit to the buyer and attractive appearance in his stock.

Just here is a point worth thought:—Where, in your ordinary business routine, is the *source* of such Containers in relation to the fabrication of your goods?

—Is it at a distance, involving correspondence, delay and freight; the buying of quantities far in advance;—and high cost?

—Or is it right in your own home city, where a 'phone call quickly brings supplies to your shipping room? Where manufacturers carry large stocks? Where there is no freight? Where the cost is less, and the service better?

* * * * *

Such is the established condition in St. Louis. The natural distributive advantages here—geographical, transportation, and economic—have brought about huge local demands for Merchandise Containers of every sort. This—with the abundance of suitable low-cost materials—has attracted one great quality producer after another.

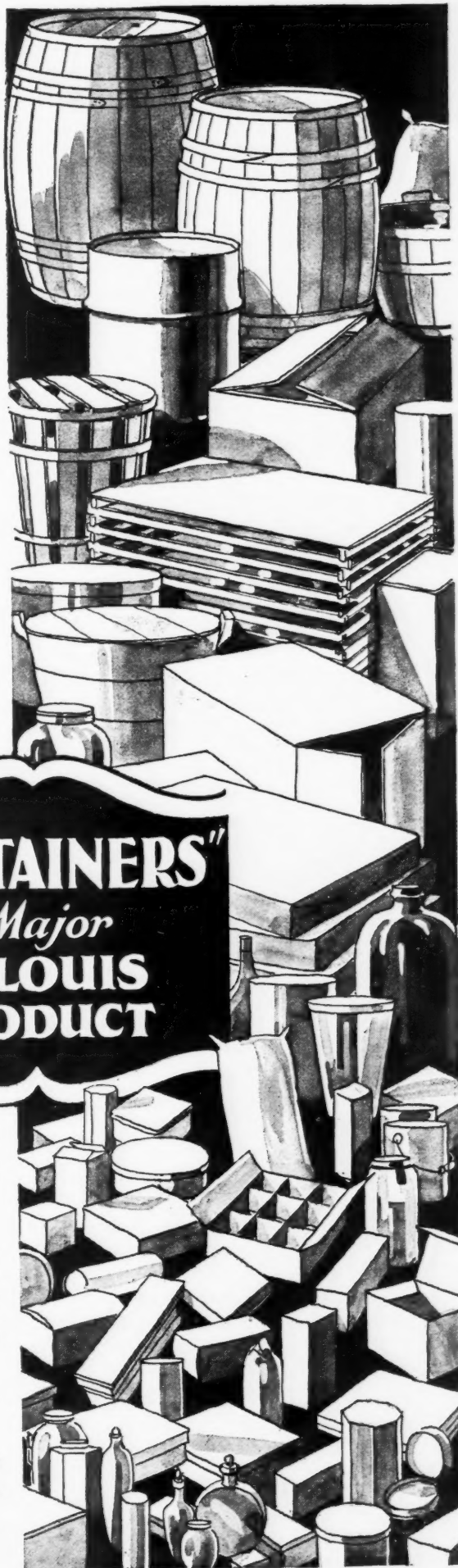
It doesn't matter whether your requirements are in wood, metal, paper, fiber, cloth, composition, glass, veneer, or any other protective material known to commerce—its manufacturers are here, or near. Among them are some of the largest in America. They supply many national concerns in all parts of the country on a price-quality-and-service basis. But if your factory were here, they could serve you better still.


Here, too, are some of the largest manufacturers of Labels—another common problem . . . When you consider detailed, day-to-day advantages like these, combined with the distributive advantages of this central location, is it any wonder that so many national concerns are looking thoughtfully toward St. Louis.

All the facts are yours for the asking. Why not get them?


**The INDUSTRIAL BUREAU of the
INDUSTRIAL CLUB of ST. LOUIS**
507 Locust Street St. Louis, Mo.

"CONTAINERS"
a Major
**ST. LOUIS
PRODUCT**





HAROLD H. CLAPP, INC.
 1325 UNIVERSITY AVENUE
 ROCHESTER, N.Y.



February
Twenty-Sixth
1932

Mr. L. J. Engel,
Einson-Freeman Co. Inc.,
Starr and Borden Aves.,
Long Island City, N. Y.

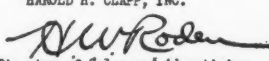
Dear Mr. Engel:

Over a period of years you have made a considerable number of window displays for me, and I attribute the uniform success of these displays in a large degree to your personal cooperation in the basic design together with the high quality of finished product which your organization has delivered.

Therefore, it has become a matter of course for me to expect, as well as receive, an unusually fine job whenever an order is placed with you. Nevertheless, I wish to express my complete satisfaction in the new display for Clapp's Baby Foods which you have recently delivered. In my opinion it not only ranks well up with the best window displays I have ever studied, but what is of far more importance, it clicks in the interest arresting and sales compelling tie-up which was needed under our agency plan of selling. This is a direct result of your own intensive study of our peculiar market with its attendant problems, before submitting ideas to us.

Yours very truly,
HAROLD H. CLAPP, INC.

H. W. Roden
AMCG.


 Director of Sales and Advertising

... "It clicks
in the interest arresting and sales
compelling tie-up which was
needed under our agency plan of
selling. This is a direct result of
your own intensive study of our
peculiar market with its attending
problems before submitting ideas
to us.

Signed

H. W. Roden

Director of Sales and Advertising
HAROLD H. CLAPP, Inc.

DOCTORS
RECOMMEND CLAPP'S
BABY VEGETABLES
Ask your Doctor!



Clapp's
BABY SOUPS
STRAINED VEGETABLES
AND FRUITS

NOURISHING SOUPS
FOR BABIES
3 Varieties...



Only the choicest vegetables and fruits are used in these soups.

Cooked in glass-lined, steam pressure kettles which retain all possible vitamins and mineral salts.

Strained to the finest consistency recommended by doctors for babies.

STRAINED FRUITS
FOR BABIES
3 Varieties



STRAINED VEGETABLES
FOR BABIES
7 Varieties...



Clapp's Baby Vegetables are cooked in steel kettles, where constant inspection maintains surgical standards of cleanliness.

Packed in sterilized vacuum sealed glass jars. Unused portions can be left right in jars.

The use of Clapp's Baby Soups and Vegetables saves at least 24 hours of mother's time each week!

Body Building WHEATHEART CEREAL
FOR BABIES



EINSON-FREEMAN CO., INC.
LITHOGRAPHERS

OFFICES AND MANUFACTURING PLANT
STARR & BORDEN AVENUES, LONG ISLAND CITY, N. Y.
NEW ENGLAND OFFICE - 302 PARK SQ. BLDG., BOSTON, MASS.
WESTERN OFFICE - WRIGLEY BLDG., CHICAGO, ILL.
Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container
Licensee for Canada . . . Somerville Paper Boxes, Ltd., London, Ontario, Canada



"I wish SALES MANAGEMENT would print some articles on how to save money on catalogs" . . . perhaps catalogs aren't one of your problems, but how often have you said "I wish we had some ideas"—for solving this or that problem of selling?

These paragraphs are a reminder that the editors of SALES MANAGEMENT earnestly urge you to write asking for whatever types of editorial material you need. We may not always be able to follow suggestions, but such requests would help immeasurably in planning future issues and in giving you the maximum value for the \$4 you have invested in a subscription.

Readers' Service may be able to help you, too, as it is helping hundreds of others monthly. Here are some typical questions of the past month which have been answered: "Have you any data on how leading companies handle sampling campaigns?" "Just what do 'specialty' or 'missionary' salesmen who work for drug houses do?" "We want to start a bonus plan for salesmen—can you help us?" "Do you know where we can get figures on the percentage of electric appliance sales made during the various months of the year?" "Have you any suggestions for developing a complementary line for a paint manufacturer whose business is highly seasonal?" . . . Perhaps the highly specialized experience of SALES MANAGEMENT's editors can help you. Your letters are welcome.

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Published by Sales Management, Inc.,
420 Lexington Avenue, New York.
Telephone: Mohawk 4-1760. Chicago,
333 North Michigan Avenue. Tele-
phone: State 1266. Santa Barbara,
California, 29 East De La Guerra
Street. Subscription price, \$4.00 a year,
including Markets and Media Refer-
ence Supplements; Canada, \$6.50.

SALES *management*

Vol. XXX. No. 5

May 1, 1932

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Sales Letters

BY MAXWELL DROKE

Divinity of Dissatisfaction

Two courses are open to a person, or a business, in periods of trouble and travail. We may sit supinely and wait for the tide to turn. Or we may set resolutely to work to *do something* for the improvement of our individual and collective states.

I have no sympathy with a pernicious philosophy that seems more and more to pervade our letters to salesmen, dealers and distributors—a philosophy that bids us settle down and “make the best of matters.” Those who accept adverse conditions with cheerful resignation, usually are rewarded only with bigger and better burdens to bear.



Maxwell Droke

Contentment may be a virtue in cows, but it is a curse to sales-minded men. It is a tested axiom that all human achievements worthy of note are wrought by men who are actively *dissatisfied* with things as they are. I hold it the first duty of sales executives and correspondence counselors to arouse this spark of divine discontent with current conditions. In it lies the motive power that will take us to town.

Fulfilled Expectation

It was inevitable, of course, that the “cellophane-wrapped” sales letter should make its appearance. I have been waiting with some impatience for an example to drift to my desk. Now comes one from L. F. Grammes & Sons, Inc., manufacturers of metal products. It is 11 inches x 17 inches, folded to standard letter size. On the third page is a pasted-on photo of a group of individuals known as the “Committee on Research.” The first page is die-cut and covered with cellophane, so that the photo is clearly visible. The text ties up closely with the stunt:

“If you could see the profit value of our services as easily as you can see through this letter, you would soon be calling us into conference.

“The group of men you see here are eager to study your needs and opportunities for metal products. They wish to assist you with creative ideas, and help you bring your goods to market with a greater degree of stability. . . .”

M. M. Gottlieb, vice-president, tells me that they received “a mighty fine response” to the mailing.

Your Letters, Please

Now and then I receive a communication from some earnest young correspondent reading after this fashion, “Will you please give me some suggestions for writing good sales letters?” or “If you have any good sales letters for the hopscotch business, will you please send them to me?”

I wish that I might do more for these folks. Their interest and confidence touch me deeply. But—I cannot undertake to send out general suggestions on business letter-writing; nor do I have a collection of letters for any specific line of business.

I am always glad—nay, eager—to look at *your* letters, and to criticize them to the best of my ability and judgment. This service is given freely, without cost or obligation. So send along the letters—as many and as often as you like.

Greeting New Men

W. Hunter Snead, of Edwin L. Wiegand Company, asks for examples of “welcome” letters, sent out to a new representative who joins the ranks. Here is one the Wiegand Company has used with considerable success:

“Glad you have joined our ranks—and feel as you do, that it won’t be long before you will be lining up orders for Chromalox Super-Speed range units and the other durable heating elements in our line.

“So that the people down there in your territory will know that you are on the job with our company, how about sending along a photograph or snapshot, plus some bit of personal history about yourself, so that I can turn this over to the various editorial staffs of electrical papers. This type of publicity will do much to spread the news about your new connection and what you are planning to do. Let me have this as soon as possible, and perhaps we can catch the (May) issues of such publications as . . .

“A little later there will be some new range unit sales literature off the press—and we are going to make a mailing to various power companies down in your neck of the woods. In the meantime, how about sending along your list of the power companies, and the men that you know personally, so that we can check these names with our list? Then when we make the mailings, they will do you the most good.

“Please shoot this along as soon as you can. Best wishes!”

May we have a copy of *your* “welcome” letter, to print in this department and pass along to Mr. Snead?

Grand but Futile Gestures

I have never been able to understand why it is that the average person, in planning a mailing piece, goes to such great lengths to prepare an illustration for the outside cover which has no relation whatever to the product merchandised inside. They appear to go on the theory that it is fatal to give away the secret of what they have for sale.

I will admit quite readily that the extraneous illustration has its place. There are times when I am quite strong for such illustrations *if they arouse genuine interest*. But with three-fourths of the examples, the trouble is that they are both general and uninteresting. Here are a few typical titles, picked from today’s accumu-

lation: “They save, serve and satisfy!” “Three Money-Saving Ideas,” “Are You Interested in Profits?” There was a time, perhaps, a generation ago, when such generalities possessed the power to intrigue. But nowadays you’ve got to get more specific—and hit harder—if you expect to get them into your message.

The Magnetic “You”

Incidentally, a very simple mailing piece stands out from the stack that I have recently received. It is from Geuder, Paeschke & Frey Company, and the outside panel bears simply the message in red ink, “You Once Requested Our Booklet. . . .”

This simple statement aroused my interest sufficiently to glance inside (and that is all that can reasonably be expected of the front panel). Here I found some reproductions of the company’s products, and a continuing caption, “The fact that you requested a copy of our booklet. . . . leads us to believe that you are interested in saving money, or in solving some design problem by using metal stampings.”

A rather clever and effective follow-up, thought I.

Make-or-Break Details

Sometimes we find ourselves wondering if copy really does play such an important part in the success of a sales letter. Is a slight change here and there likely to result in a material increase in returns? Well, here is a recent instance that is rather enlightening. Mr. L. H. Jones, advertising manager of the Interstate Mutual Insurance Agency, submitted two letters to me a few weeks ago. They were practically identical, except for the first paragraph. We both felt that the letter which we termed “B” was the strongest of the two; but Mr. Jones decided to make a comparative test. He has just written me, “You may be interested in knowing that letter ‘B,’ so far, has pulled four times as many inquiries as letter ‘A.’” This should tend to strengthen your wavering doubts on the importance of a sound copy appeal.

Using the Stiffener

Not long ago the Indianapolis Engraving Company had occasion to make an elaborate mailing which required a cardboard “stiffener.” Instead of following the common practice and employing an ordinary sheet of blank stock, they imprinted an extract from Ruskin, encased in an attractive stock border, to form a pleasing wall card. At the bottom, in small type, was a suggestion, “Here’s an idea—take advantage of the ‘stiffener.’” I thought it was a pretty good stunt.

Grist for the Mill

Again we remind you that your letters serve as fodder for this forum. We are always glad to get them. And we promise you, in every instance, an individual criticism by mail. There is no charge for the service. It is just a manifestation of our generous nature.

Are Architects your Salesmen?



WHEN the building committee, or the board of trustees, or Mr. and Mrs. Home Builder start going over the architect's specifications, there are plenty of How's, Which's and Why's to be answered before final agreement is reached and the project is allowed to proceed.

At this stage, the architect becomes a salesman—and a very influential one. If your product is in the specifications, he is *your* salesman and will have need of de-

tailed information to support his arguments in your favor.

You can make sure that the architect's sales kit will be on hand at all times by placing the necessary information and data in the file he constantly uses—Sweet's Architectural Catalogues.

In this form, it will be on deck not only in the final stages but from the very beginning of the job, backing up your advertising and your salesmen and speeding the sales process all along the line.

Before you plan or print another catalogue, talk with one of our consulting architects. They've designed hundreds of new catalogues which meet the needs of the profession exactly. They are working on many now which will be used until the end of the year 1933.



SWEET'S CATALOGUE SERVICE

Division of F. W. Dodge Corporation

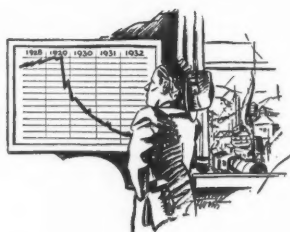
119 WEST 40th STREET, NEW YORK, and principal cities

If you haven't lost your shirt you don't belong... says Joe Hawley, salesmanager

IT'S funny how fast they drop you these days if you can't speak the current language. I've become an outcast — just a dumb guy who ought to take a personality course or something. I don't seem to know any hard luck stories. When the sewing circle gets all het up about conditions, I can't think of anything to say. If you haven't lost your shirt, you don't belong.

"A year ago I could howl with the best of 'em. Nobody had any sadder reports from dealers. Our salesmen were getting goofy sitting around hotel lobbies because they were afraid to call on customers. Every mail brought cancellations, and suggestions for cutting prices and giving the goods away, and advices to stop shipments because the sheriff didn't know what to do with the stuff already on the shelves.

"The sight of a Western Union kid gave us the jitters, and we hated to open

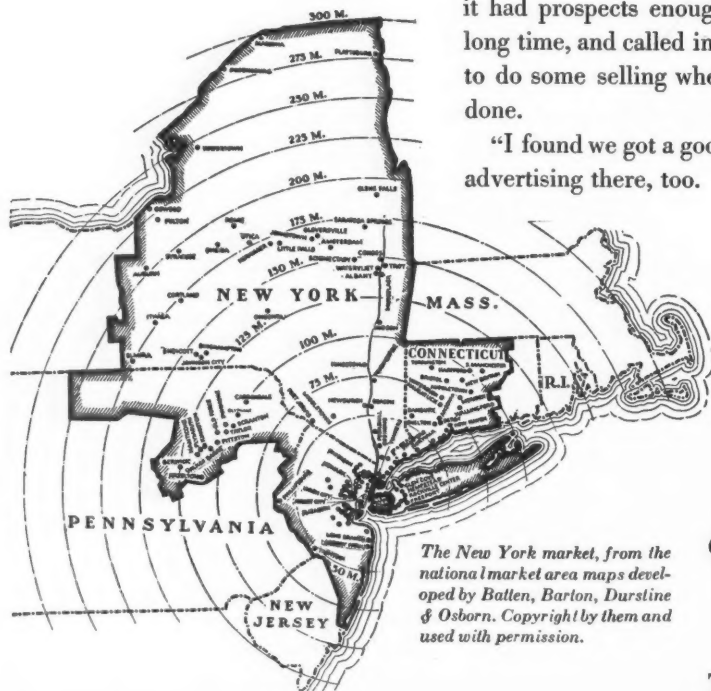


the morning mail. With the monthly statements showing red, what a ride I was getting... Then I took a trip to New York, and got out of the gloom squad.

"Our craving to scatter merchandise all over the prairie, the backwoods, and the lonesome trail had not kept us out of New York. We didn't discriminate. New York got as good a break as Buffalo Horn. But no better.

"This time, however, I was impressed with the size of the *jermt*. Even if it was legal, there wasn't room to spit. People actually pushed their way in to the cash registers. I decided that New York deserved some of our undivided attention. It was lousy with people who were buying things, but not ours. So I decided it had prospects enough to last us a long time, and called in the salesforce to do some selling where it could be done.

"I found we got a good break in our advertising there, too.



The New York market, from the national market area maps developed by Batten, Barton, Durstine & Osborn. Copyright by them and used with permission.

"One medium reaches most of the people at a cost that is awfully considerate of our sales expense. The Sunday News is read by a majority of the families in New York City, by over a third of the families in the whole metropolitan zone. So we concentrated our advertising, as well—in the Sunday News.

"That's why I'm speechless when the boys get started on famine and foreclosure. We're selling a lot of merchandise now — with more profit per sale than ever before."

AS Joe Hawley discovered, the Sunday News is read by more than a million families in New York City, by 37.3% of all families in the area shown on the map. He found one-eighth of the country's population in one-sixtieth of the land area, doing almost one-fifth of the country's retail business.

More people live in the 144 cities of 10,000 and up in the New York territory than in all the cities of 10,000 and over west of the Mississippi River — more than the total urban population of the South. And in these 144 cities, two out of five families read the Sunday News.

Sunday News Rotogravure belongs in any national magazine schedule. It's much harder to get volume sales in the New York market—without The News!

THE NEWS
New York's Picture Newspaper

220 EAST 42nd STREET, NEW YORK
Tribune Tower, Chicago + Kohl Building, San Francisco

Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending May 1, 1932:

Barometers

The Irving Fisher All-Commodity Index declined last week to a new low of 61.8, as compared with 62.4 the preceding week, and the business purchasing power of the dollar, which of course moves inversely, attained a new high mark at 161.7.

• • • Freight car loadings in recent weeks, when broken down into their component parts, have indicated that business at least is not getting any worse. Loadings of ore, coal, and grain have fluctuated widely, but miscellaneous and l.c.l. freight have shown slight improvements over preceding weeks. Miscellaneous freight, usually regarded as the best barometer of traffic, has gained for three consecutive weeks, and this is contrary to the normal seasonal trend for April.

• • • The increase in demand which the steel industry predicted for the last half of April and the first part of May is developing, although so far to a lesser extent than had been anticipated. Ford has adopted a schedule of about 42,000 eights for May, and ten days ago began to specify steel for volume production. Chevrolet has scheduled 60,000 cars in May as against 45,000 in April.

• • • The output of electricity last week declined 12.3 per cent from last year. Normally at this time of the year there is a tremendous outlet for electrical energy on the Pacific Coast for irrigation projects, but ample rains this year made it unnecessary to pump water. Power for industrial use also is in lesser demand. Domestic consumption is steady.

• • • According to the Bureau of Labor Statistics, building permits in March increased 25 per cent in number and 10 per cent in cost over February.

• • • The volume of commercial paper outstanding on March 31 totaled \$105,606,000, according to the tabulation prepared by the Federal Reserve Bank of New York. This represents an increase of two million over February, and is the first instance of a month to month increase since July, 1930. An easing of credit, and a greater demand for credit, usually signals business improvement.

Financial Skies

That New York City banks are in a highly liquid state can be seen in the current surplus of \$41,000,000 over and above reserve requirements which they now have on deposit at the Federal Reserve.

• • • Bank failures throughout the country were cut to 45 in March. This compares with 122 in February and 342 in January. Twenty-eight banks reopened in March and their deposits equalled those of the 45 closed institutions. March closings were the least in any month since October, 1929.

• • • Business failures in March were of less than seasonal proportions, and, on an adjusted basis with 1928-

30 as 100, the index stood at 133.4. The all-time peak of 141.4 was reached last September. Bad business produces more numerous failures, and, lacking a strong upturn in business or commodity prices or both, the failures dike may turn out to have been patched only temporarily. Last week's failures, according to *Bradstreet's*, numbered 603 as against 576 the preceding week and liabilities gained.

• • • Bank debits for the week ending April 20 increased 11 per cent over the preceding week but were off 36 per cent from last year.

• • • If income tax collections during March are a criterion of what may be expected during the rest of the year, the government will collect only 60 per cent as much money as it did last year. March collections of 192 million dollars showed a decline of 137 million from last year.

• • • Stocks used in the Dow-Jones average figures had on April 23 a value only 14 per cent as great as in September, 1929, and optimists can be excused if they assert that the bottom can't be far away. The increase in broker's loans for the week ending April 20, coming in a week of new low levels for the depression in most sections of the share list, indicates that many people have decided that they had been unduly depressed by despondency over business conditions and the Washington circus.

Generalship

Automobile dealers seem to have joined the other merchandisers who are operating on a hand-to-mouth basis, and the big motor companies are therefore unable to produce on the most economical fixed-output basis. General Motors will try to make it easier for consumers to say "yes" by offering a new time payment plan which will run for 18 months.

• • • Great Britain by increasing her tariff from a base rate of 10 to 20 per cent has protected home markets against dumping, and by retaliation against the U.S.A. and other countries with high tariffs has laid the groundwork for a strategic position when the movement for international adjustments of tariffs gets under way.

• • • The Chicago and Northwestern Railway is going out vigorously after business it has lost to the trucking companies, and on the Chicago to Milwaukee run is offering a compartment-car service. The cars will have four compartments of 768 cubic feet each, and are being offered to shippers at \$15 per compartment, regardless of the weight or type of traffic carried.

• • • The Northwestern and other roads centering in Chicago are going after the trucks in still another way by using the railroad-owned Railway Express Agency to take over freight forwarding now being done by independent trucking companies. The new service will apply on a radius of a hundred miles, and will provide door-to-door delivery. . . . The experiment of roads in the
(Continued on following page)

Southwest to capture I.C.I. business from the trucking companies by reducing rates was unsuccessful because door-to-door delivery was not offered. . . . According to estimates made by the Interstate Commerce Commission the volume of highway trucking, expressed in ton miles, was in 1929 approximately 6 per cent of the volume of steam railroad traffic, and last year it grew to approximately 8 per cent.

• • • Chalk down another failure for price-pegging. The Japanese Government last week announced the abandonment of its attempt to hold up silk prices, and it is selling more than 100,000 bales of raw silk bought in 1930 in a vain attempt to stem the tide of falling prices.

• • • The Postal Telegraph Company since the depression started has made an exhaustive study of added facilities which it might offer, and for more than a year has been selling theatre and airplane transportation tickets. This week it began selling foreign money orders with transfer by mail as well as cable, and for the first time goes into straight merchandising with a new electric clock made for it by Hammond.

Sales Curves

Retail sales of new passenger cars in the United States in March approximated 92,250 units as against 81,853 in February, a gain of 11 per cent, according to an estimate made by R. L. Polk & Co., based on actual registrations in forty-one states. The upturn is less than normal, but should be considered as favorable in view of the absence of the new Ford products from the market that month.

• • • The April figures will be still more encouraging. Chevrolet sales for the first ten days were 88 per cent greater than in the same period in March. . . . For the week ending April 16 Dodge made the largest number of retail deliveries since last September. . . . Deliveries to Rockne dealers during the first ten days of the month were 31.8 per cent greater than during the preceding ten-day period. . . . Deliveries by De Soto dealers for the week ending April 9 gave the company the second biggest week in the car's history. . . . Hudson, Essex, Plymouth, Hupp and Graham also show large increases for the month.

• • • April figures of the American Telephone and Telegraph Company indicate a check to the losses of telephones in service which had been running without interruption for six months.

• • • Production of cigarettes during March declined 14 per cent from last year. Manufactured tobacco was the only tobacco item to show a March increase over last year.

• • • Automobile registration figures for 1931 indicate a car for every 4.8 persons, as against one for every 4.6 last year. The ten leading states in density of motor vehicles are, according to rank: California, Nevada, Iowa, Nebraska, Colorado, Oregon, Minnesota, South Dakota, Wyoming, Washington. The Pacific Coast area leads all other sections in density, with 33.6 cars and trucks to every 100 persons. Other sections show: New England, 20.8; Middle Atlantic, 18.7; South Atlantic, 15.4; East North Central, 25.6; West North Central, 27.7; South Central, 16.5; Mountain, 26.0.

Black and Red

Two of the big "generals" had almost identical per share earnings in the first quarter: General Electric earned 16 cents as against 38 cents last year, and General Motors earned 17 as against 61. Gillette improved its position by showing 66 cents a share this year as against 52 cents in 1931, and the consolidation of Hellman's mayonnaise with Best Foods was helpful to General Foods, for the first quarter's earnings from this source equaled the revenue for the entire year 1931. The consolidated first quarter report of General Foods showed earnings per share of 84 cents as against \$1.05 last year.

• • • The first 69 corporations to report first-quarter earnings show a decline of 51.2 per cent from last year.

• • • In the first 26 days of April, 310 corporations released quarterly or annual reports. Two hundred and fifty-nine showed decreased earnings from last year; 51 (or 17 per cent) showed increases.

• • • The first 12 railroads to report March earnings showed an aggregate net operating income 33.6 per cent less than last year. This is relatively better than the other two months of the quarter, for the three months' decline of the same roads averages 44.4 per cent.

• • • For the first time since 1915 directors of the United States Steel Corporation omitted the dividend on common stock. The first quarter deficit was more than 13 million dollars.

Potpourri

At the recent annual meeting of the Owens-Illinois Glass Company the president announced that the company's plants at Newark, Ohio, and Evansville, Indiana, will be ready to start making beer bottles in the event that Congress legalizes the beverage. It isn't the only company which is thirstily awaiting the word "go."

• • • The period of the boom was roughly five years—1924 to '29. If the prediction of Colonel Ayres is correct—that we will be back at normal in 1934—the depression will have equaled the span of the boom.

• • • Owners of motor vehicles paid out 334 million dollars last year in registration and license fees.

• • • Firestone is perfecting a new railroad tire—pneumatic, and similar in appearance to an automobile tire, but with a rubber insulated steel flange to fit tracks. In recent trials between Miami and Jacksonville the trip of 406 miles was made in 378 minutes, including stops, which is 42 minutes better than the best previous rail time between the two cities.

• • • The average book value of the 25 industrial and utility stocks used by the New York Times in its index stood on the first of the year at \$57.73, but the stocks were selling the last week in April at \$46.25. The book values are exclusive of values placed on good-will, patents, and other intangible assets.

• • • The United Action drive to reduce unemployment has a goal of one million jobs, and has passed the 600,000 mark.

Building a Blue Ribbon Sales Organization

BY REX COLE

President, Rex Cole, Inc., New York City

Rex Cole leads all other GE distributors in refrigerator volume, has almost as many star salesmen as all other distributors combined, and outsells all competitive products in his territory. When you contrast the aimless day of the average salesman with the military precision of the planned campaigning of a Rex Cole man, you'll understand why.



Rex Cole—Lineman—
Showman — Salesman

THROUGH careful testing, checking, and sales analysis, Rex Cole has developed, over a period of years, a definite standard of performance for salesmen which can be depended upon regularly to produce a satisfactory volume of business. This technique has proved to be fairly impervious to "business conditions" or seasonal fluctuations in the market. The more closely a salesman follows this standard, the more sales he makes.

The problem of the efficient supervision and development of the field force, therefore, has resolved itself into one of creating a plan for systematically checking and aiding the men to see that the expenditure of their time and effort is directed into the channels which the company has thus proved to be the most productive in locating prospects and closing sales.

A common weakness in the execution of many good sales plans is the failure, on the part of the management, to give the salesmen a definite program of action—a schedule, a task, a concrete method for organizing working hours—something that can be put down in black and white like a military order. Too many salesmen are being sent out to make just a vague number of calls, without having definitely in mind either a work-quota or a concretely defined limit of accomplishment.

Out of our study of selling technique we have evolved a "task-and-

accomplishment" system which has given the Rex Cole organization almost as many better-than-quota men as all other General Electric distributors put together. One hundred and nine of our men went to Bermuda recently as guests of G. E. as a reward for breaking quota last year, while all other dealers throughout the country sent a total of 118. Every month during 1931 showed an increase over that of the previous year's identical month.

There is nothing mysterious or involved about our plan. The principle behind it—that of working by blueprint instead of by guesswork—can be applied to the sale of any specialty or commodity product. The one vital lesson our experience holds for companies in other lines is that the planning of sales work according to a pre-tested standard of performance will outsell, by an almost unbelievable margin, any method which allows each salesman to work largely according to the dictates of his own judgment.

Take the matter of canvassing as an example. It has been proved time and time again that canvassing, systematically carried out, produces more leads for sales than any other single prospecting method. Yet, if left to his own devices, not one salesman out of ten will canvass every day in the week as many prospects as he should. Rex Cole men canvass over 25 prospects a day regularly, inevitably, relentlessly. They do it under supervision and by

AS a lad of 16, Rex Cole earned his first pay check "shooting trouble" on the lines of the local telephone company in Port Huron, Michigan—an experience which enabled him, years later, to keep an important promise to Owen D. Young, chairman of the board of General Electric.

He has been connected with the electrical industry ever since. He was broke in 1912. In the last score of years he has made a million or more.

When the Great War broke out Rex Cole was an electric light fixture broker in Canada. After the Government declared the fixture business to be a "nonessential" industry, he organized a new company, sold its service to the Housing Corporation at Washington. Then he developed a new lamp—the "Duplexalite" of today. It was promptly bought by General Electric, and Mr. Cole's services along with it; he became the head of a new GE subsidiary, the Miller Lamp Company.

But here's the story about Owen Young: Mr. Young lived in Van Hornsville, New York, a tiny, reactionary village that, even in 1926, had no electric lights. He grew tired of trying to read by an oil lamp. So he sent for Rex Cole and asked him to see about electricity for the town. Mr. Cole promised to have Mazda lamps glowing in Van Hornsville by Christmas. Wires had to be laid twelve miles from the nearest trunk line. Christmas Eve arrived and there was still half a mile of wire to be strung. So Rex Cole donned working clothes and polesman's boots and, in his old role of lineman, helped to finish the job.

When GE put an electric refrigerator on the market half a dozen years ago, they asked "King Cole" to take over the promotion of the new product in the New York market. He started with four employees. Now look at the picture on the following pages!



¶ GE's trip to Bermuda last year for quota-breakers turned out to be pretty much of a Rex Cole

plan . . . but perhaps the best way to show what we mean by a scientific task and accomplishment method of operating a field force is to picture a typical day of a Rex Cole salesman.

In each of the ten Rex Cole branch sales offices is hung a chart entitled "Retail Branch Daily Routine." It is the duty of the branch sales manager to maintain this routine. Invariably, if he fails to do so, the sales of his branch fall off.

The branch opens at 8:45 a.m., with all men reporting promptly. They have twenty-five minutes to handle routine details. Each man lists, on a special form, at least twenty-five "cold turkey" prospects in his territory. This is the list he will cover that day. When the morning meeting is held at 9:10 a.m., each salesman turns in this sheet to the branch sales manager.

At the morning meeting each branch manager is expected to outline the daily plan of work. Right here the Rex Cole system begins to take full effect. With all the salesmen seated around, each salesman submits the canvass sheet which he made up listing at least twenty-five prospects he is to call on that day. A big chart in the branch office bearing the names of all salesmen, with spaces for each day in the month, is used to record whether or not each man has his work planned. If any salesman hasn't made out his list or isn't ready for a full day's work, he finds it embarrassing, particularly when every other man on the force has his twenty-five prospects checked off against his name.

If it should happen that the branch manager has leads to give any of the men, he gives them out at this time, together with any information of general interest. At 9:30 all salesmen leave for their territories.

From 9:30 to 12:30 each salesman is expected to make the calls on his list. The ratio of results on these calls runs something like this: out of twenty-five names the salesman will find 35 per cent not at home, 20 per cent who do not answer the bell. He strikes off another 10 per cent because they have refrigerators, and another 15 per cent because they may be out of work or are otherwise ineligible as immediate purchasers. He obtains 20 per cent good interviews.

The salesman hasn't the best opportunity to sell a refrigerator during these interviews, so he tries to make an appointment with the housewife for an evening meeting with her and her husband. He carries his list of prospect names and some advertising literature which he leaves with the prospect, if he obtains an interview, or leaves under the door if the prospect is out.

Resisting the temptation to sell the housewife without the husband present is very important because Rex Cole has found that 90 per cent of retail refrigerator sales are made when the housewife and the husband are together. While it is true that the woman of the house is the buyer, it has been definitely established that the husband okays the check, so it is imperative to sell both together. Consequently, the Rex Cole salesman endeavors to make as many night appointments as possible. Usually out of a good morning's canvassing he obtains one or two definite evening appointments to tell his story to the husband and wife. Added to this, each salesman has a prospect list of about five hundred names, and out of these he makes four more indefinite or "crash" calls to make a total of a possible six calls each evening. Statistics show that 60 per cent of definite appointments result in sales. Rex

Cole prefers that the salesman make personal "crash" calls rather than call an old prospect on the phone to get an appointment.

Since the salesman is so largely a product of enthusiasm, Rex Cole makes a point of getting him started on his daily prospecting in an aggressive, cheerful frame of mind. To accomplish this each salesman makes his first call in the morning on a user of a G. E. refrigerator. He takes this user a water bottle as a gift. He shows the housewife where to put the water bottle in the refrigerator in order to take advantage of the correct temperature for the cooling of drinking water. This service further cements the good-will of the user, who invariably tells the salesman how much she likes her G. E. refrigerator. By this simple strategy, the Rex Cole salesman continually hears good selling talks on G. E. refrigerators—thus being continually resold on his product. No amount of speeches by his branch manager or Rex Cole executives could have half the stimulating effect of the enthusiasm of one housewife who likes her G. E.

The salesman stops for lunch between 12:30 and 1:30. At 1:30 he is expected to make at least twelve call-backs on prospects in a further attempt to make an evening appointment. During the afternoon the salesman is expected to follow up any leads and to call on users for leads. At 4:30 he reports to his branch office.

Here a close check-up is made on the salesman's work for the day. In the morning meeting his twenty-five prospects for the day were put up on the chart. At 4:30 he presents to the branch manager his canvass sheet and each name is reported on. His record is again publicly posted on the chart. Prospects who were out in the morning



party—there were 109 Rex Cole salesmen against 118 sent by all other distributors combined.

are phoned at this time. Some work may be done on arranging night appointments. Also, the salesman registers the names he has found worth while out of his list of twenty-five. Since each salesman operates on a commission and has a protected territory, this registration gives him a commission protection if the prospect should happen to come into the showroom and be sold there. If the prospect is not registered by the salesman and is sold by the showroom, the salesman gets only half the commission. Consequently, the salesman makes it a point to register prospects in his territory. In order that he doesn't abuse this privilege, the registration period lasts only six months and no salesman is permitted to have more than five hundred prospects registered at one time.

The branch manager, in checking over the day's work, stresses the importance of immediate follow-up by evening appointment with the housewife and husband together. He does this because Rex Cole has found that 65 per cent of the sales are made through canvassing or to unregistered prospects. Furthermore, the first and second calls by appointment account for most of the sales. Only 25 per cent of the sales originate from prospects registered less than a month with the remaining 10 per cent coming from prospects who have been registered from a month to two years.

Obviously, these statistics indicate the necessity for rapid follow-up. Hard as it is for the average salesman to believe it, the cold canvass call is definitely his bread and butter. The branch manager has a system of checking up this truth through an analysis, made each month, of the sales and earnings of each of his men. On this analysis sheet are recorded the sales-

man's operations by months in terms of quota, sales, sales in own territory, sales outside of territory, sales to walk-in, unregistered prospects, sales on showroom floor, salesman's money participation in these commissions he earned and commissions he did not earn out of these sales.

The rear side of the analysis sheet breaks this information down further. By months each salesman's work is analyzed in terms of canvasses by himself, canvasses by junior, sales through acquaintance, sales through users, sales through showroom leads, sales through sales promotion leads, sales through his local showroom, sales through headquarter's showrooms, unregistered by the salesman and sales through dealers. A complete analysis of this kind invariably re-emphasizes the importance of cold canvassing and indicates the practical necessity for making the day's twenty-five cold canvass calls mandatory.

The Rex Cole salesman is expected to report at 7 o'clock in the evening either in person at the office or by phone to his sales director, regarding his night appointments. This is done for two reasons: first, to make sure that the men are going out on their night appointments; second, to allow those who need help or inspiration to get it from their branch manager by personal contact in the office.

From 7:15 to 9:30 or later in the evening each salesman is expected to be out fulfilling his appointments. If he has properly done his prospecting in the morning he has six or more potential calls for that evening.

The evening selling work entails the use of a slide film projector and a complete salesman's portfolio. While the salesman is expected to use his own judgment and experience in conducting the interview and demonstration,

he almost invariably uses the slide film projector because he has found this the most effective and dramatic way of telling his story. In fact, so complete is his slide film material that the salesman, aside from warming the prospect up with one or two films, has extra films on hand to use to answer objections.

In other words, the salesman is expected to show his films and try for a closing. If the first attempt to close brings up an objection, he may have a film to answer that, so he uses the film. If, after this showing, another objection is made, he may answer it with a film or with his sales portfolio. Thus, the slide film and the portfolio are arranged to permit the salesman to have several closing arguments, plus which the salesman still has pencil and paper to get the prospect down to specific cost computations, should the objection be "I can't afford it."

The branch sales manager is in his office at 9:30 p. m. to get the salesman's phone or personal report of the evening's work. This personal touch is important because a word from the branch manager is inspiring to the salesman, particularly if his work has been successful.

The branch manager is expected to spend much of his free time out with his men. This is important, not only because it serves to inspire the salesman, but even the best salesmen get into bad habits and need correction. Wherever possible the sales director tries to help the salesmen close.

Besides the personal supervision of the salesman's selling technique in the field, each branch office manager uses a long meeting, beginning at 8:30 each Saturday morning, for sales training. Here again is an important point: Rex Cole has found that salesmen are

(Continued on page 162)



Millions of housewives in 69 trading areas are helping to move canned foods, by frequent calls for their favorite brands at their neighborhood grocers. More than 200,000 have requested booklets on canned foods.

Canners Mobilize Newspapers to "Move Canned Foods Now"

CANNED foods have started to "move." Cooperation of factors in every branch of the food industry, which have been taking full page space, and often more, in newspapers in 69 important markets, every week, is responsible.

And millions of housewives are learning more about canned foods than ever before.

The campaign is sponsored by the National Canners' Association, Washington, D. C., which provided funds for a half-page weekly in each of these publications. It was conceived and executed by Fuller & Smith & Ross, New York. Charles P. Pelham, vice-president of that agency, has been responsible for merchandising the plan to retailers, wholesalers, brokers and canners throughout the country.

B Y
LAWRENCE M.
HUGHES

The object was to "Move Canned Foods Now!"

Last fall the canned foods industry was confronted with two serious problems: One was the prejudice, still existing in many women's minds, against canned foods. The other was the fact that the large carryover stocks, made larger by declining demand, gradually were damming the whole distribution system.

The second problem did not become urgent until mid-winter. Meanwhile, the Canners' Advertising Committee

had begun an effort to overcome prejudice with an educational campaign in magazines. By the first of the year, however, the committee decided that, though education was all right and the industry should educate as much as ever, the time had come to "sell more than ever."

The plan was revised and enlarged, with newspaper advertising as the backbone:

Once every week for eight weeks the association would run a half-page advertisement in leading newspapers in 69 cities—this advertisement appearing in the center of the page—provided the newspaper sold the rest of the page to local retailers, wholesalers and to canners. Each page must contain only canned foods advertising, and 50 per cent of the tie-up space

must be canned food advertised by *retailers*. Newspapers successful in meeting these requirements would receive four more NCA half-pages in reward—these also calling for tie-up advertisements.

The newspapers came through. Since the campaign started, the middle of February, 85 per cent of the tie-up space has been taken. Some newspapers, in fact, have been running from one to seven *additional* canned foods pages in each issue. By now, they have sold more than 500 concerns on the idea. By April 18, 385 retailers, 53 wholesalers, 48 canners and 8 brokers were taking active part in the advertising.

In addition to purely local concerns, they included such national companies as: A & P, Kroger, Safeway-MacMarr, Red & White, IGA; California Packing, Campbell Soup, Reid, Murdoch.

California Packing Corporation (Del Monte products), in fact, ran three full pages opposite the cooperative copy in every newspaper on the list. It wanted to take twelve, but the Advertising Committee felt that no one organization should appear to dominate the series.

Food concerns all over the country have reported sales increases ranging from 15 to 100 per cent over the same period of 1931. One chain sold more than 1,000,000 cans of beans as the result of one tie-in advertisement.

And 200,000 housewives have asked for copies of booklets and folders on the nutritive value, the wide range of choice, the economy, the simplicity of preparation of canned foods—including one on "227 tested recipes."

Canned foods are a big business. They represent, for example, about 25 per cent of the retail grocers' volume. To insure success the committee had to have the active cooperation of all factors involved. This cooperation had to be obtained at small expense. The association had no field organization—no salesmen; and yet there were several big selling jobs to be done:

Selling the tie-up advertising idea and the actual space to retailers, wholesalers and canners;

Acquainting thousands of retail grocers, whole-

salers, brokers and canners with the idea of the plan, the details of the campaign and getting them to capitalize on it in many ways;

Furnishing practical merchandising ideas to all of the above trade factors that actually would help them to move canned foods.

Here is what happened:

Newspapers became the salesmen of the association's campaign. To get the series of NCA half pages, the newspapers had to fill the rest of the pages with local advertisers. This was selling job number one.

Job number two was to call on all leading trade factors in each city and sell them on cooperating with the campaign and pushing canned foods, whether they bought tie-up space on the NCA page or not.

To insure the most intelligent and effective selling of the plan, by newspapers, Mr. Pelham prepared for them large pyramid displays which dramatized the campaign story and opportunity.

The displays were to aid them in holding sales meetings with wholesalers, wholesalers' salesmen and retailers.

At the same time the Merchandising Division of the Canners' Advertising Committee, under the direction of Mr. Pelham, was mailing to all trade factors in each city specially prepared

merchandising manuals on the entire plan and on how each trade factor could put the campaign to work for his business.

For every salesman of the can companies, every member of the canners association, for every broker, every wholesaler, every wholesale grocer's salesman, every branch office of every chain and the president of every local grocers' association, Mr. Pelham provided a manual—revised to fit each particular business—describing in detail the plan of action.

To each went a letter, also adapted to the recipient's type of business, telling how he could serve his own interests by taking tie-in space, by featuring canned goods in personal selling, in displays, and otherwise. The retailer manual, for instance, contained 17 practical retail merchandising ideas; the wholesaler, 15 things he could do to increase his canned food sales.

The merchandising staff of each newspaper also received copies of a special manual to use in calling on retail grocers throughout the city.

So much for plan and execution. What results have been obtained to date?

During the first six weeks of the campaign, 429 concerns had bought tie-in space on NCA pages. To date over 500 concerns have tied-in.

In nearly all cases newspapers were able practically to fill the NCA pages with local tie-in advertising of retailers, wholesalers and canners. (One issue of the Salt Lake City *Deseret News* contained seven pages of canned foods advertising.)

Most of the largest retail grocery organizations in the country have cooperated with the campaign by taking tie-in space.

Canners, seeing in the NCA plan an opportunity for intensive local advertising and merchandising, took tie-in space ranging from 100 lines to full pages facing the NCA page. Among them, California Packing Corporation (Del Monte), Campbell Soup, Fremont Canning (Gerber's baby vegetables), Hawaiian Pineapple (Dole), Stokely Brothers, William Underwood (deviled
(Cont. on page 162)



A newspaper advertising campaign in 69 major markets, with a sturdy plan for merchandising tie-up, is moving the remaining stocks of canned goods before time for the new pack. This drive represents as constructive a piece of association work as has been done anywhere during the depression. This industry had a problem—and really did something about it.

How I Rate and Judge Salesmen Who Ask for Jobs

James Craig has a remarkable record for picking salesmen who stick and win. He believes that men can be graded just like wheat, and that it is possible to eliminate the "lemons" before they are ever hired and allowed to run up costly sales training expense. Some of his experiences in building winning sales forces are recounted here.

BY LESTER B. COLBY



JAMES O. CRAIG heads an organization which has placed more than 1,000,000 men in employment in twenty-eight years. He once picked out a sales staff of 300 men, not one of them in that line of business before, who, starting at scratch, ran the business into sales of \$100,000,000 in thirteen months—and never lost a man.

"He's supplied salesmen for high-prosperity peaks, for panic and depression years, for in-between times. He knows many things about salesmen that the average sales manager cannot know. Get to him and grab off a story."

This advice from my personal scout-operative No. X2 seemed reasonable. I saw Mr. Craig. He said:

"A salesman is just like a piece of merchandise. He grades like No. 1, 2 and 3 wheat. Grading and rating are based on experience and performance.

"There are 15,000 salesmen and 100,000 people in stock on the shelves waiting for employment in all lines of business.

"This year we have placed many more \$5,000 and \$12,000 men than in any previous year. Calibre men of

this type are in demand.

"Numerous concerns are doing a better business today than ever before.

"Success today is usually the result of an exceptionally well-laid merchandising campaign; having salesmen of good records; having a fair proposition and proper management support.

"Perhaps success is due partly to the fact that most competitors have pulled their men off the road and are satisfied to continue to take a licking with no effort. You can put out a sales force today with 80 per cent of competition eliminated.

"Some employers have been compelled to throw out whole forces of licked salesmen and put in complete new forces made up of men who did not know what couldn't be done. Some have put in new sales managers, good and experienced merchandising men, entirely unfamiliar with the line and have revived businesses seemingly lost because the old men, facing new conditions, were taking their beatings lying down.

"An outstanding case of this kind was a washing machine company that put in a general manager who had never sold a washing machine before but was a keen merchandiser. He in-

creased the business 60 per cent. Two dividends have been declared."

"How do you go about grading salesmen?" I asked.

"Check them up," he said. "Check their performances. The simplest way to judge what a man can do is to find out what he has done. Check also the nature of his training; the source of his learning.

"It is easy to see that a man who has worked for the National Cash Register, to take an example, is surely better than a man who has worked for some pygmy outfit that offers little or no training.

"Sometimes the grading is extremely simple. The very simplest allowable is this:

"1—Personality. 2—Sales volume. 3—Salary he has earned.

"The other extreme is perhaps thirty-five carefully worked-out and revealing questions.

"The thing to do, of course, is to ask every question that may have any bearing at all on the subject. Ten, fifteen or twenty questions are no exception. It's easy to choose that many and have each one tell something about the man. Unless you ask questions enough something very vital is

likely to be forgotten. If too few questions are asked many men who ought not to be hired will get by the sales manager. It is smarter not to hire a man than to hire him, spend money on him, waste time on him, let him clog up your machine and then fire him.

"Sometimes sales managers forget even such a simple and logical question as 'Do you own a car?'"

"Make a chart out before you start. Don't rush the job of preparing it. Give plenty of time and thought to it. Be complete. Be sure you will have all the required facts."

"The most successful campaign I ever came in contact with originated in New York. Three hundred men were wanted. We mapped out thirty-five questions. We believed that when these were answered we would have the picture of the man as clear as a photograph."

"When all of these were answered we knew everything that it was necessary to know about the man. Practically nothing was left to guess or chance."

"These men were used to originate a business. It wasn't there before. In thirteen months these 300 men wrote more than \$100,000,000 worth of business. Not one of the 300 was dropped. That came from starting right; laying a strong and substantial foundation. Not one of these salesmen had ever been in that line of business before. But everyone of them was trained for weeks before the start. Perhaps the strongest point in the laboratory research on men in this case was:

"Every man had to prove that he had earned a minimum of \$50 a week for three years with a firm that had a good sales manager."

The Importance of References

"How do you know that statements made by men seeking employment are true?" I asked.

"We check them, every one," he said. "We check at point of employment, check results, check earnings claimed. We always go to the last previous employer for these data and often farther. We get it off the actual records. We don't guess."

"And it may surprise you when I say that we find 98 per cent of the statements turned in are honestly given; true."

"Some cultists or wizards may be able to read men and tell just how many dollars' worth of goods they may sell through psychology, phrenology or character analysis—but we don't attempt it. We don't claim to know those sciences."

"Personal references—from friends, pastors or the Chinese laundryman—are no good. The reference worth while is the work reference; the reference from someone who has recently employed the applicant."

"Don't you think that there is a prevalent habit of thought, in matter of references, that goes like this, 'Oh, give the fellow a chance. Give a good reference whether he deserves it or not.'"

"No, I don't," said Mr. Craig.

"Most references from employers are honestly given. If they are not there is usually something in it that gives away the fact to the experienced investigator."

Preferences and Prejudice

"I've heard that there are some gentlemen among the sales managers who prefer blonds as salesmen, while others want brunets," I suggested.

"We often run into spots where complexion becomes a factor," he replied. "It may be surprising to some, yet it may have a grain of reasoning in it."

"The blond is generally more enthusiastic, the 'wild' type; he may blow up quicker but he will calm down again quicker. Sales managers wanting high-powered specialty men often prefer him. The blond is generally the best one-timer."

"The brunet is generally more positive, slower to take hold, doesn't get angry so easily. His progress is usually slower, but he is more stable. He is good at engineering and precision jobs."

"Of course, there are always exceptions."

"Do you find the average sales manager mobile of mind, an opportunist ready to grasp chances; ready to change pace or technique to fit the occasion?" I asked.

"The average sales manager usually has set ideas," he told me. "He has fixed thoughts regarding the type of man for his especial job. He usually sits tight on the job and builds up that type of men about him. If he starts right, good. If not, not so good."

"It's hard for a sales manager to keep his mind open. I have found that most sales managers pay too much attention to type rather than to the actual experience of the men."

"Once we investigated carefully the qualifications of a certain group of men and among them was one who rated very high. To my surprise he was promptly turned down. I was interested. I asked why. The sales manager, after some hesitation, replied: 'He has green eyes.'"

"Do green eyes disqualify a sales-

man?" I asked.

"Then he explained:

"When I was a boy I saw a man arrested for murder standing over the bloody body of the dead man. The murderer had green eyes."

"And that was it."

Mr. Craig said that he laughed at the idea and the sales manager, rather shamefacedly, said:

"Oh, well, I'll put him on. Maybe it is a foolish prejudice."

He said he had seen men turned away from a job with the remark:

"He looks like a man I had once that didn't make good."

"A thing like that is merely hit-or-miss selection," said Mr. Craig. "We've got to get at the root of why men make good."

"The most important operation in making a salesman after selection is giving the new man sufficient training in the very beginning. I don't mean teaching salesmanship. He is supposed to know that. The thing to do is to educate him well regarding your business from your viewpoint. The greatest cause of turnover in salesmen is the improper handling of men."

"Example—

"I know of a case where the home office system was exceedingly bad. Checks were often a week or two weeks late. Result, the men lost pep. The system of delivering goods was bad. More dissatisfaction."

"Fourteen out of twenty-six men in a little time drifted out of the picture. All this was no fault at all of the sales manager. Yet the sales department suffered."

"I've known cases where it seemed that as soon as a man went out on the road he was entirely forgotten. You can't have that and get results."

A Salesman's Success

"The success of a salesman depends more on the management than on anything else. There is no excuse for not hiring the right man in the first place if the job is done scientifically."

"Compensation plans have been undergoing a change steadily through the years. Before the war we had Line 1, top men; Line 2, good men with profitable sales; Line 3, juniors, or the young crop coming on. Business was well organized."

"The war came and took out Line 2 and Line 3. The first line grew old, passed the maximum in years. The men who came back from the war had new ideas. A part of them were reinstated. Also, the firm's plan had changed."

"Jump from then to now—thirteen years."

(Continued on page 159)

Pharmacists Become Merchants; St. Louis Conferees Tell How

(Special report to SALES MANAGEMENT by Staff Correspondent)

Wroe Alderson

"The retail drug trade . . . does not engage in aggressive merchandising."



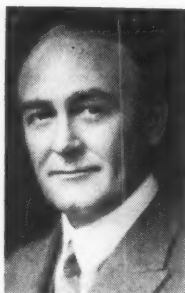
Photo Courtesy of "Drug Topics"



R. D. Keim
General sales manager, E. R. Squibb & Sons, told how manufacturers can help.

Carl Weeks

President of the Arm and Company, led a discussion on "proprietary and toiletries."



Ray A. Whidden
President of Bauer & Black, presided at a "retail operating costs" session.

W. E. Weiss

Vice-president and general manager of Drug, Inc., "whither bound, drug stores?"



Photo Courtesy of "Drug Topics"

ST. LOUIS—Open display selling is the modern method of getting profits and is fast growing in popularity among druggists, the National Drug Store Survey Conference decided here this week. The meeting, attended by more than 600 men identified with the drug trade, was called for consideration of results of the St. Louis Store Survey by representatives of the drug industry and the United States Department of Commerce.

"Your St. Louis survey shows that only one person out of eight who buys in a drug store goes out with two or more purchases," said Johnson Rogers, of Topics Publishing Company, one of the leading advocates of open display. "In a test store we laid out in Middletown, New York, we found that one in four bought two or more items. Sales were increased 20 per cent. Hitherto dead stock was moved. Pilferage, which had been running up to 3 per cent, dropped to 1 1/2."

"In that store originally only 10 per cent of the floor space was available for actual selling," Mr. Rogers added. "We succeeded in raising this to more than 50 per cent. Open displays succeeded because the public wants them. The public likes to buy; not to be sold."

"More than 25,000 out of the 57,000 drug stores in the United States now have more or less open displays."

He followed W. H. Meserole, of the Department of Commerce, who had remarked that "prescription departments are generally being made visible to the customer. The old order, in which the pharmacist mysteriously vanished to carry out his mysterious functions, is disappearing. The very action of compounding is being turned to merchandising and display account."

The experience of one unidentified druggist in a small midwestern city was related. His business had been slipping steadily year by year.

Finally he installed tables and open shelving, going visible and "help yourself." The result—1931 was the best year in his experience.

Chain drug stores, it was pointed out, are keenly alive to the advantages of open display merchandising. A large chain, building a "model store" in the East, made open display its chief characteristic.

"Modernization," said Mr. Meserole, "is the quickest and most productive method for improving a retail business."

"Out of 500 stores changed over to open display, which have come under my observation," said Charles R. O'Malley, of the Druggist Supply Corporation, "not one has gone back to the old methods." Increase in business after the change has been from 10 to 25 per cent. Sixty per cent of all goods in the older type of store are hidden. Open display increases the selling area from 35 to 90 per cent.

"Don't forget, however, in putting the so-called silent salesmen to work," he added, "that this silent salesman is still silent without a price-mark. The price-mark makes him talk."

"More than one-half of all retail goods sold today are sold from display counters."

John Dargavel, of Milwaukee, president of the National Association of Retail Druggists, got wild applause when he said: "Many manufacturers in the last few years haven't cared whether the retail druggist made a dollar or not." He added that he considers it just as ethical for a salesman to suggest a substitute item for one called for by name as it is for a manufacturer to advertise some new item to take the place of one already on the market.

Harry Eisman, of Philadelphia, introduced as "the owner of a one-store chain," made an attack on secret deals and undercover price-cutting.

"Manufacturers should adopt a one-price policy," Mr. Eisman emphasized. "At the moment this seems to be the exception rather than the rule. When salesmen sell on price they can't sell ideas effectively. A varying prices policy is unethical."

Nelson A. Miller, of the Department of Commerce, told how one manufacturer had said to him:

"My entire advertising appropriation is devoted to women's copy. Have you anything to show the wisdom of this?"

And his reply was:

"Out of 400 observations of your product made in our test stores we found that 45 per cent of the sales were made to men. While some of these men might be acting as purchas-

ANNOUNCEMENT

¶ With this issue, SALES MANAGEMENT begins publication on a twice-a-month instead of a weekly basis. The change of policy is an outgrowth of our practice of one of the basic policies we have been preaching: namely, the necessity for periodic adjustment of the product to the definitely ascertained wishes of the consumer.

¶ When we asked a large representative cross section of our executive readers to express their preference between a weekly issue and a fortnightly issue, 95 per cent of them voted for the twice-a-month plan. Many pointed out that it is now necessary for them to be in the field traveling a far greater portion of the time than heretofore, and weekly issues may, therefore, tend to accumulate. Others indicated that they preferred a smaller portion of news items of minor importance, and more detailed treatment of longer articles on sales plans and policies.

¶ No radical changes in editorial policy are contemplated. Under the new plan each issue will contain more feature articles of the brass-tacks "how" type, and more details will be given about each plan described. Only the most significant news items will be selected for treatment, and on

those there will be a definite effort to get behind the bald facts to present *why* this news developed, *what* it is designed to accomplish, *who* did it and what sort of person he is. Lack of time prevents this degree of completeness in a weekly publication.

¶ All popular features of the weekly issues will be retained, and, as readers have indicated sufficient interest in supplements such as the "Survey of Spending Power" and "Managing Salesmen in 1932," the publishers plan to produce during the year several special issues on subject matter of similar timely nature.

¶ The editors feel that under the twice-a-month plan they will be able to deliver to both subscribers and advertisers a better value for their money. What Mr. Robert Tinsman, president of the Federal Advertising Agency, called the "tonic tone" of SALES MANAGEMENT's content will certainly be upheld, and it is our earnest hope that the dissemination of facts about tested selling plans and the timely discussion of current selling policies by nationally known marketing authorities will aid you individually, in some tangible way, toward a return to profitable normalcy in your own field.

—Ray Bill.

ing agents there is still reason to believe that you should not neglect men in your advertising."

Another observation as a result of the test was:

"The average sale for a store increased with the size of the store; the turnover tended to decrease with the size of the store."

Commenting on dead items, he remarked:

"In the perfume group there were eighty-three different items in stock. There were ninety sales in perfume during six months in this store. Fifty-eight of these items produced no sales whatever. Most sales were represented by dollar perfumes."

W. H. Meserole, at one of the Tuesday sessions, told of the discovery of men as the most important customers at the soda fountain. He said:

"Men spend about twice as much at drug store fountains as do women and children combined. The number of men patronizing fountains is also about twice as great. The average transaction value for men is larger than for the combination of women and children."

"Women, alone, usually produce a larger transaction value. The difference between the average transaction

value of sales to women versus men is slight but definite.

"If sales to men are so definitely predominant in drug store soda fountains, perhaps some one will be able to explain why drug store fountains cater to women in the character of their advertising appeal and products."

He added that in five neighborhood stores analyzed nearly twice as many transactions were made in the evening period than in any other throughout the day. More than one-third of the fountain business was secured after 8 o'clock p. m. Late afternoon was the next best selling time and before 9:30 o'clock very few sales were made and these averaged only eight cents each.

A letter from R. P. Lamont, Secretary of Commerce, addressed to Robert L. Lund, chairman of the National Drugstore Survey Conference, was read. In it he estimated the number of drug stores in the United States at 57,000 and said that they sold to consumers each year \$1,680,000,000 in merchandise.

In this letter he said:

"The work in which you are engaged is representative of a new era in merchandising."

"The grocery trades, in cooperation with the Department of Commerce,

undertake a clinical survey in Louisville. In a short period results are spread far and wide through cooperation with trade organizations.

"Jacksonville and Orlando, Florida, established model grocery stores and more than 300 business establishments are modernized and in 70 per cent of the territory covered by this modernization movement a sharp decrease in grocery store failures is reported.

"In Pittsburgh a city-wide application program enlists hundreds of grocers for better store arrangement, inventory and cost control. A similar movement follows in Philadelphia. . . .

"All of these activities point to a gradual elimination of the trial and error method of determining merchandising policies and practices."

Leon J. Lascoff, of New York, was introduced as a pharmacist who paid the head of his pharmacal department \$5,000 a year. He told how he worked for \$18 a week in 1892 and said that in 1900, when he was in business for himself, the average sale per prescription unit was between 30 and 35 cents.

He pointed to check-ups he had made recently which showed unit sales per prescription ranging from \$1.04

(Continued on page 163)

Designing to Sell

[Subscribers are invited to consult with the editors of SALES MANAGEMENT on their own design problems, sources of design information and styling services.—THE EDITORS.]

Edited by

R. S. McFADDEN

WHAT is the scope and character of the service which a manufacturer wants and may legitimately expect from a professional designer employed to improve his product?

We don't think we'll quarrel over the statement that the primary aim of product design effort is that of building into the product a maximum degree of salability.

Unfortunately, there does exist in the minds of many manufacturers—and of too many designers too, perhaps—the conception that the designer's exclusive concern is that of the appearance of a product. Out of this narrow viewpoint have sprung thousands of pleasing product pictures from the pens of reputable designers, which, when subjected to the exactitudes of production or function, failed to fill the requirements. The result, in many cases, has been a "let-well-enough alone" attitude on the part of skeptical manufacturers.

We should say that a manufacturer

has a right to expect of the designer not only esthetic creativeness, but, what is more important, the ability both to spur and to harness his creativeness through a sense of merchandising possibilities and production limitations. On the other hand, the designer who is anxious to realize the greatest benefits from his efforts for both himself and his client should be permitted to make himself thoroughly acquainted with production and merchandising problems.

Leon V. Solon, structural designer, told us a story the other day of his work with the Federal Seaboard Terra Cotta Company, which illustrates how intelligent cooperation between a client and a designer can greatly advance the standing of a product in its field. Though the experiences he cited apply to the building industry, the same fundamental principles which regulate the amount of benefit which may be realized from product design apply to all lines of manufacture.

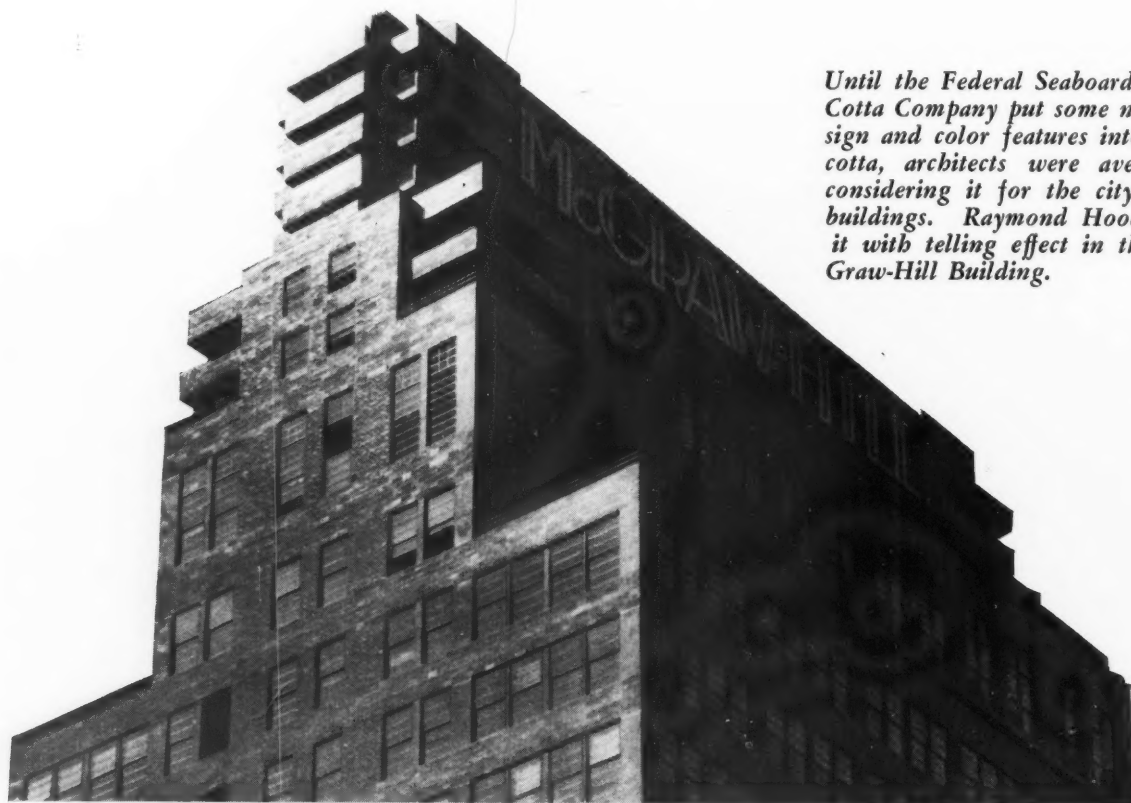
For a number of years terra cotta

had been regarded by both architects and builders as a sort of stepchild among the many building materials at their disposal. It was used chiefly as a substitute when low price was the primary consideration. If it was found, for instance, that the cost of a design intended to be interpreted in stone was prohibitive in accordance with the building appropriation, it would be decided to fall back on terra cotta, the malleability of which lends itself equally well to beauty or distortion. It is in the nature of things that we despise that which we can bend to our will—whether we find it in the human-animal kingdom or in the mineral kingdom—and prejudice was the lot of terra cotta because it lacked the individuality of character which would make it desired for itself alone.

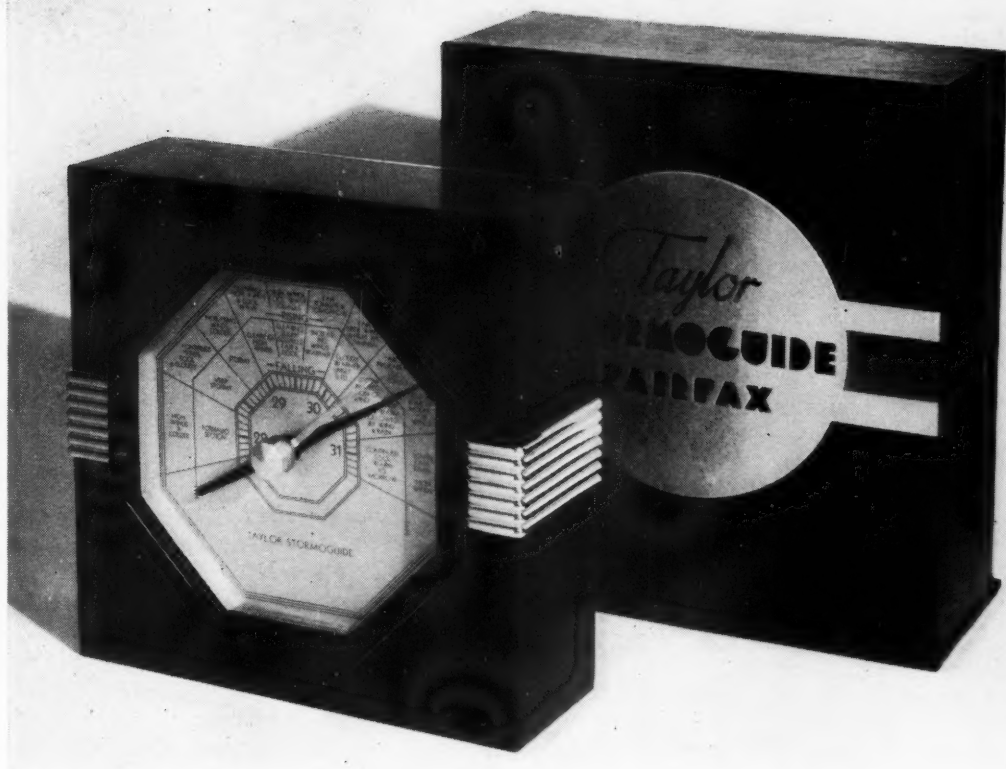
The paradox of the situation was that terra cotta was being despised for its virtues. The problem was to develop these virtues into a material with a strong, inimitable integrity of its own which would defy competition.

Now it is the ambition of every manufacturer of structural materials to achieve such distinction in his product that the manufacturer's name will be

(Continued on page 164)



Until the Federal Seaboard Terra Cotta Company put some new design and color features into terra cotta, architects were averse to considering it for the city's best buildings. Raymond Hood used it with telling effect in the McGraw-Hill Building.



When Walter Dorwin Teague replaced the "Stormoguide's" homely, wooden case with this handsome one of ebony bakelite and chromium, sales increased 65 per cent.

Taylor Companies Foil Foreign Competition Through Design

IT is a significant fact that when one item in a diversified line manufactured by a company is brought up to date by redesign, the interest created by the fresh product frequently quickens the sales of the entire line. This unexpected result was one of the outgrowths of the Taylor Instrument Companies' redesign of the "Stormoguide" (Tyco's trade name for a barometer).

The Taylor Instrument Companies utilized the new design as the illustrated factor in all of the advertising devoted to the barometer group of instruments, with the result that the sales of the total group were 30 per cent higher than sales in 1930, and about 0.5 per cent over those of 1929. Direct comparison of sales of the new Stormoguide over the old one showed an increase of 65 per cent over the sales of 1930 and 55 over 1929.

Germany started it all. Rather than close down their "Fabriken" (factories to you!) the Germans have been operating at cost, and dumping scientific instruments on the American market at prices which American manufac-

turers could not hope to meet. Since any effort to compete with the foreign goods on a price basis was out of the question, the Taylor Instrument Companies decided to attack foreign competition at its weakest point—that of the appearance of the products. The strategy was to identify their own line with such superiority of design that at the consumer's first glance there could be no question of comparing values between the foreign-made merchandise and the Taylor domestic-made merchandise.

In order to insure the execution of their design plans with as little of the element of "trial and elimination" as possible, Taylor engaged the services of a specialist in the product design field—Walter Dorwin Teague.

The design program calls for the redesign of the whole Taylor line, but for introductory purposes a popular-priced consumer product, the Stormoguide, was selected for treatment. The Taylor Instrument Companies provided Mr. Teague with a handicap advantage in the development of an attractive design for Stormoguide, by first perfecting a movement which was somewhat thinner than the one which it displaced.

We'll let Mr. Teague tell in his own words what he did with the redesign of the "Stormoguide."

"First of all we designed a dial and an indicating hand that are notably simple and legible. We banished from the dial all non-essential lettering, and printed the necessary text in clear type on a thin sheet of aluminum treated with a circular brush finish. We then put the mechanism in a rectangular case of black bakelite, rubbed to a dull satin finish. A moulding around the octagonal dial, and a reeded band, chrome-plated, on both sides of the case, relieve what might have been a sombre effect. The bands of metal are die cast and, being identical, only one small mould is necessary. Apertures for their attachment are moulded in the bakelite case. The result is an instrument novel among barometers, with that striking contrast of chrome plate and black for which the public has a pronounced weakness, and an effect of being what it is—a carefully and accurately made mechanism. Our greatest triumph was that it costs no more to produce than the undistinguished wooden case which was its predecessor.

"The package is a black display carton with a label in silver and red, repeating in a general way the design of the product itself."

The fact that dealers welcomed both the Stormoguide and its display carton, and apparently were eager to give

them prominent window and counter display, was one factor in the realization of a 65 per cent increase in sales over 1930. The other was that the new design provided a fresh copy appeal in Taylor Instrument advertising. To quote Elmer E. Way, advertising manager of the Taylor Instrument Companies: "In most of our magazine advertisements we use a coupon. Direct orders from customers in 1931 were approximately 43 per cent over those received in 1930, and about 90 per cent over those in 1929. Our advertising appropriation in 1931 was 20 per cent larger than the 1930 appropriation, but it was only one-half of our 1929 appropriation.

"When direct-mail orders amount to approximately 50 per cent of the total advertising appropriation, we consider it a record. That's what happened when we used the Stormoguide as our 'hook.' I must qualify this by explaining that about 90 per cent of these direct-mail orders came from places where we had little or no retail distribution. Thus we consider the direct sales in undeveloped districts as so much 'velvet,' in addition to the effect which the advertising had on normal dealer business.

"Few new types of outlets were opened to us, but we did find that dealers in smaller towns who had previously never carried this merchandise received inquiries, made sales, and in many cases reordered.

"Dealers who regularly carry this class of merchandise were all favorably impressed with the new departure in design, and we received many requests for more complete information on such items and on our plans for the rest of the line."



Consumers wanted auto polish in a can, not a bottle. Continental Can decided the shape of the can, and Leonard Chapman its design and color.



Measured in terms of sales the can at the left is 800 times better than the one it displaced at the right. Designed by Leonard Chapman, of McCann-Erickson, Inc., for Devoe & Raynolds.

Devoe and Raynolds Redesign Container and Sales Boom

WHEN Devoe and Raynolds, manufacturers of paints, varnishes and art supplies, recently had the containers for two of their specialty items restyled, sales climbed to new "highs." In the case of "Clean-All," a cleaning paste, for instance, of which the "before and after" photographs are shown on this page, a sales increase of 800 per cent was scored. The first week that "Renulac," an auto polish, appeared on the market in its new container, the sales volume almost equaled that of the total for the item in the previous year and a half. Nor does this mean that the products were "dead," speaking in terms of sales, in their old conventional packages. They were, as a matter of fact, "old reliables," in the Devoe and Raynolds line, but when the plus value of eye appeal was added to the well-known quality of the products, they leaped out of the class of "old reliables," into that of leadership.

This is an especially clear-cut case for the value of packaging, because there was no advertising involved to claim some of the honors. The sales records were achieved without support of promotion other than that of the increased enthusiasm of the sales organization for pushing items they knew consumers would accept.

When it came to carrying out their repackaging plans, Devoe and Raynolds consulted with their advertising agency, McCann-Erickson, Inc. Leonard Chapman, art director of the

agency, applied himself to the problem, and is personally responsible for the two winners thus far produced.

The packages lose much of their effectiveness in black and white reproduction as shown here, but in their original black, yellow and red, they stand out from the rest of the products on the dealer's shelf like a scarlet tanager among a flock of sparrows.

In the first place, Mr. Chapman contrived a "family resemblance" for the line by the use of the amusing little man motif on all of the containers. With a sweep of his arm the little figure tells the story of the product. On the Renulac can a streak of polished black stands out against a dull background. On the Clean-All can the little man has made a wide white streak on a grey background. The figure itself is in bright yellow on both packages. The dynamic feeling of both designs induces a far more stimulating invitation to get busy at cleaning and polishing than any realistic sketch or all-type explanation would accomplish.

Because a can is less slippery than a glass container and is unbreakable, the Continental Can Company was called in and asked to design a pint container which would have good proportions, fit the hand comfortably, and give the best space for art work. Next seven artists were given samples of this can and asked to submit designs. Out of twenty-three submitted Mr. Chapman's was selected.

Renulac was introduced in October, 1931. So immediate was its success that Clean-All was dressed up in similar style and introduced in January. Now work on the repackaging of the whole line is under way.



Make it easy for prospects to find your local dealers . . .

*"Where to Buy It" links local dealers
with the advertised brand*

Many advertisers, in their zeal to make consumers want their products, overlook an elementary law of salesmanship: "Make it easy for prospects to buy your product."

By making it easier for prospects to locate your local dealers, you make it easier for them to buy your product or service. Phrases like "See your nearest dealer" or "Dealers everywhere" won't do; they are much too vague to ring your dealer's cash register.

It directs prospects to your dealers

"Where to Buy It" tells prospects exactly where to find your nearest dealer. This is how it works: (1) Your authorized local dealers—their names, addresses, and telephone numbers—are

listed under your trade name (see illustration) in the classified telephone books in those cities and towns where you have distribution. (2) All your advertising and broadcasting refers people to these local "Where to Buy It" listings.

It parallels your distribution

Regardless of your distribution—whether it be national or sectional, rural or urban, intensive or spotty—"Where to Buy It" can parallel it exactly. You can place your Trade Mark Heading in as many or as few directories as you need. "Where to Buy It" is available in 25,000 separate cities and towns.

The net result is that "Where to Buy It" increases your sales by making

your advertising results more certain.

Continued use of "Where to Buy It" by many national advertisers testifies to its effectiveness. Goodrich, Remington-Rand, Raybestos, Ford, Mimeograph, General Electric, RCA Victor are a few of the "Where to Buy It" users.

Full information on request

Investigate this service. Ask your agency for full particulars, or write or telephone: Trade Mark Service Manager, American Telephone and Telegraph Co., 195 Broadway, New York, N. Y., (EXchange 3-9800)—or 208 W. Washington Street, Chicago, Ill., (OFFicial 9300).



How the TRULINE



TRULINE FORMULA . . . Divide the total circulation by the effective circulation and multiply by the line rate.

THE A. B. C. statement of every newspaper presents three important divisions of circulation: (1) City Circulation, (2) Trading Territory Circulation and (3) "All Other"—chiefly waste rural scatteration which is nowhere sufficiently concentrated to do a selling job.

STANDARD RATE AND DATA SERVICE now presents this information also by percentages which have a direct application to the advertising appropriation. What percentage of your money creates sales in the City, what percentage in the Trading Territory—and what percentage of your money is wasted?

If 20% is waste, the REAL cost increases	25%
If 30% is waste, the REAL cost increases	43%
If 40% is waste, the REAL cost increases	67%
If 50% is waste, the REAL cost increases	100%

formula works

	LINE RATE	TRULINE RATE	EXCESS OVER LINE RATE
Cleveland Press (Scripps-Howard)	42¢	44.4	5.7% higher
Cleveland Plain-Dealer	42	57.0	35.7% higher
Cleveland News	38	41.9	10.3% higher
Columbus Citizen (Scripps-Howard)	20¢	22.3	11.5% higher
Columbus Dispatch	24	32.8	36.7% higher
Oklahoma News (Scripps-Howard)	14¢	14.4	2.9% higher
Oklahoman and Times	40	51.9	29.8% higher
Buffalo Times (Scripps-Howard)	24¢	26.1	8.8% higher
Buffalo News	35	40.2	14.9% higher
Buffalo Courier-Express	25	27.6	10.4% higher
Houston Press (Scripps-Howard)	13¢	14.3	10.0% higher
Houston Chronicle	18	34.5	91.7% higher
Houston Post	17	28.5	67.6% higher
Birmingham Post (Scripps-Howard)	15¢	17.5	16.7% higher
Birmingham News-Age-Herald	27	38.1	41.1% higher
San Francisco News (Scripps-Howard)	22¢	22.4	1.8% higher
San Francisco Examiner	42	54.9	30.7% higher
San Francisco Call-Bulletin	28	30.8	10.0% higher
Fort Worth Press (Scripps-Howard)	10¢	10.4	4.0% higher
Fort Worth Star-Telegram	29	50.3	73.4% higher
Indianapolis Times (Scripps-Howard)	15¢	16.1	7.3% higher
Indianapolis News	27	32.6	20.7% higher
Indianapolis Star	22	28.6	30.0% higher

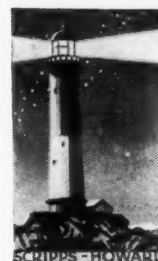
Concentrate Your Advertising Where Greatest Profit Can Be Made.

Not in Years Has Elimination of Waste Been so Important.

SCRIPPS · HOWARD

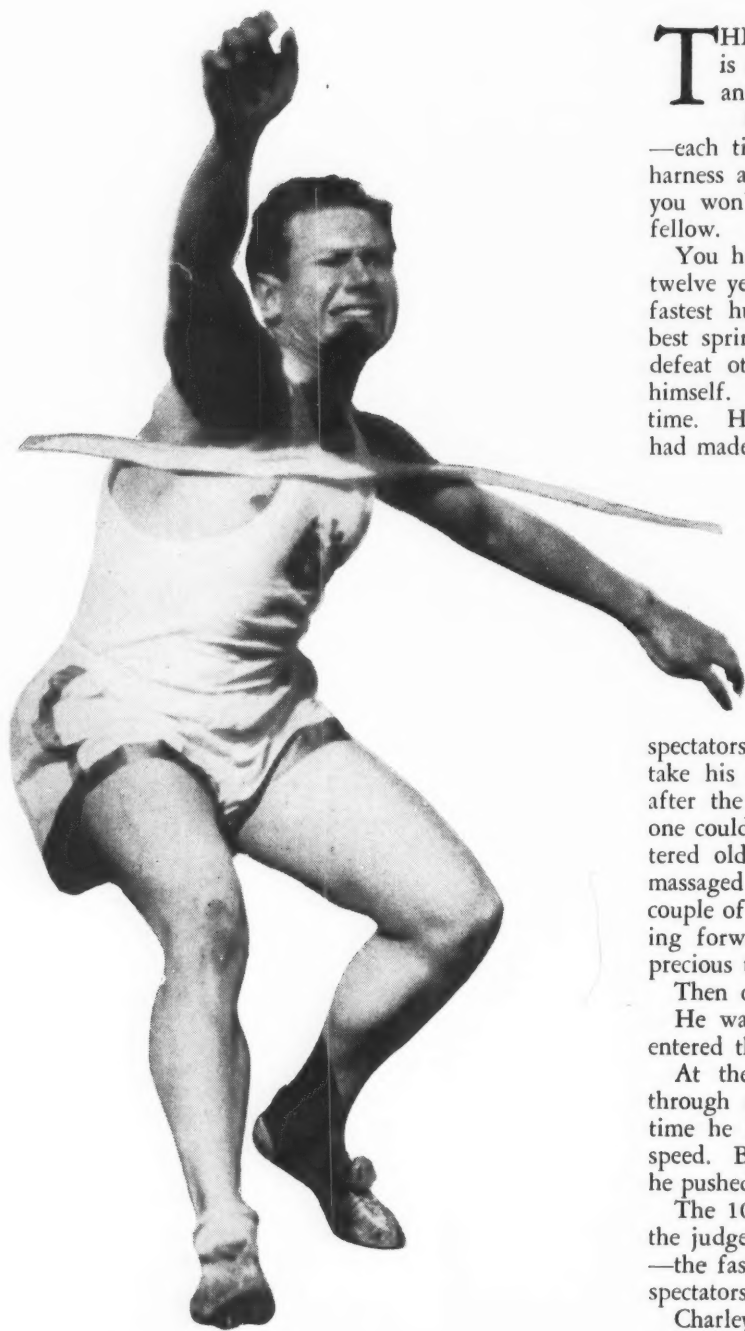
NEWSPAPERS MEMBERS OF THE UNITED PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS AND OF MEDIA RECORDS, INC.

NEW YORK *World-Telegram* SAN FRANCISCO . . . *News* BUFFALO *Times* COLUMBUS . . . *Citizen* YOUNGSTOWN *Telegram* HOUSTON . . . *Press*
CLEVELAND . . . *Press* WASHINGTON . . . *News* INDIANAPOLIS . . . *Times* AKRON . . . *Times-Press* FORT WORTH . . . *Press* EL PASO . . . *Herald-Post*
BALTIMORE . . . *Post* CINCINNATI *Post* DENVER *Rocky Mt. News* BIRMINGHAM . . . *Post* OKLAHOMA CITY *News* SAN DIEGO . . . *San*
PITTSBURGH . . . *Press* COVINGTON *Kentucky Post* TOLEDO . . . *News-Bee* MEMPHIS *Press-Scimitar* KNOXVILLE *News-Sentinel* EVANSVILLE . . . *Press*
— *Kentucky Edition of Cincinnati Post* ALBUQUERQUE . . . *New Mexico State Tribune*



210 PARK AVENUE, NEW YORK · CHICAGO · SAN FRANCISCO · DETROIT · LOS ANGELES · ATLANTA · PHILADELPHIA · BUFFALO · DALLAS

Set Your Own Goal



Wide World Photo.

THE greatest obstacle to success in selling is not competition nor prospect apathy and antipathy, but yourself.

Conquer yourself, set your own objective—each time a bit higher than the one before—harness and drive all your forces toward it, and you won't have to worry much about the other fellow.

You have heard of Charley Paddock. Ten or twelve years ago he won the title of the "world's fastest human." Charley started out to be the best sprinter in the world, not by being able to defeat other men, but by being able to defeat himself. He ran not against men but against time. He licked time, the best time other men had made, again and again.

After winning a couple of sprints in a meet out in Berkeley, California, in 1923, it was announced that he would attempt to break the world's record for the 100-yard-dash, from a flying start. He was to run all alone.

Was Charley Paddock concerned? If he was, he didn't show it. If he heard the remarks from spectators thrown in his direction, he did not even take his mind from the job. If he was tired after the ordeals he had just gone through, no one could tell. He tightened the laces of his battered old running shoes. Before the crowd he massaged the muscles of his limbs. He made a couple of trial starts—the lunging and almost falling forward which sprinters adopt to shave off precious tenths of seconds.

Then calmly he told the judges he was ready.

He was given about 20 yards start before he entered the clocked 100.

At the crack of the pistol he was leaping through space, with long, easy strides. By the time he broke the first tape, he seemed at full speed. But every inch of the way down the course he pushed in more speed, more speed, more speed.

The 100 over, he wheeled and trotted back to the judges. The time was 8 and 9-10ths seconds—the fastest ever made by a human being. The spectators roared approval.

Charley Paddock mopped his brow with the back of his hand, and passed quietly into the dressing rooms.

He had set his goal, and made it. The newspapers flashed the story of the achievement throughout the world. But Charley Paddock merely thought that he had beaten himself.

THIS ACTIVE MARKET

The place to get the
extra business you
want in 1932, through
Iowa's only cleared-
channel full-time radio
service » » » »

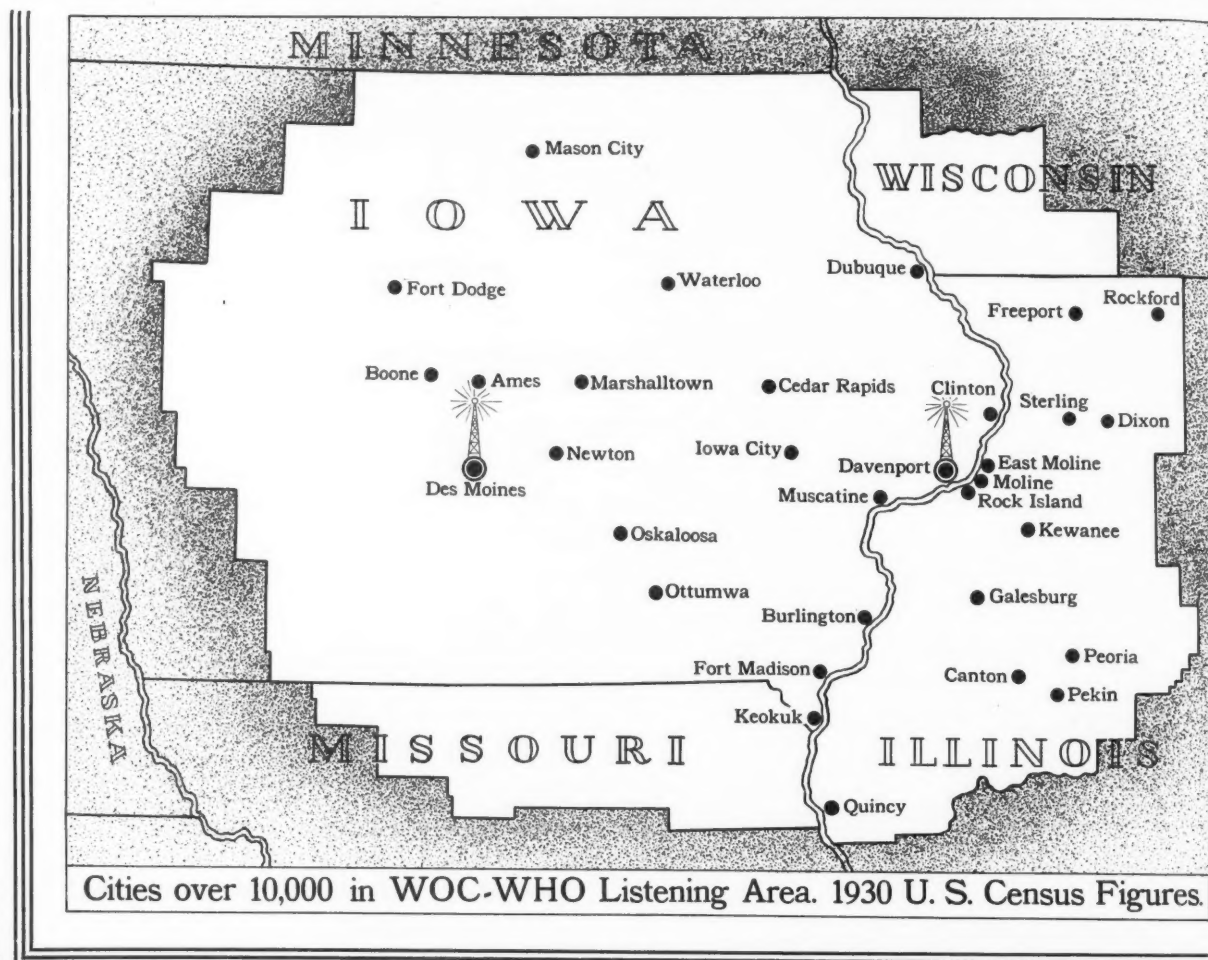


WOC
DAVENPORT

SYNCHRONIZED
WITH

WHO
DES MOINES

CENTRAL BROADCASTING COMPANY



I N this active market, salesmen and dealers in 32 distributing centers welcome the help of Iowa's strongest radio sales influence

SALES executives today are looking for *active markets*—

Markets where there is sufficient business to justify selling effort—

Markets that still respond to thorough merchandising and advertising plans.

The Central Broadcasting Company serves such a market, comprising 125 counties—mainly in Iowa and Illinois.

These counties, with their balanced income from industry, commerce and the highest type of agricultural production, are still green pastures for sales organizations which cultivate them intelligently.

In this active market, synchronized Stations WOC-WHO give a coverage that is regional rather than purely local. Their service area includes not only Davenport and Des Moines, but thirty other cities of 10,000 or more, each the market center of a trading territory. (See map above.)

In other words, the advertiser using Stations WOC-WHO gets far more than the two local markets of Davenport and Des Moines. In addition, he backs

up his dealers and salesmen in these thirty other centers with advertising which they recognize as a vital force in moving merchandise.

To get a quick picture of the extent of this active market just check the tabulation below:

State—	Families	Radio Sets	Automobiles	Retail Sales
Wisconsin, 5 counties.....	29,693	13,722	31,230	\$35,930,000
Missouri, 12 counties.....	39,884	13,594	29,788	36,070,000
Illinois, 26 counties.....	235,977	118,923	239,393	354,100,000
Iowa, 82 counties.....	528,113	251,833	574,995	791,810,000
	833,667	398,072	875,406	\$1,217,910,000

SOURCES

Counties in listening area—Based on an analysis of 77,934 letters sent WOC-WHO by listeners.

Number of families and radio receiving sets—Taken from 1930 U. S. Census Figures.

Total retail sales—Figured by counties, from U. S. Department of Commerce "Retail Distribution in the United States," of the 1930 Census of Distribution.

Number of automobiles—Taken from J. Walter Thompson Company's "Population and Its Distribution," 1931.

WOC Iowa's Only Full-time, Cleared-channel Service **WHO**

Triple Basis for Listener Preference

Three factors are most vital in determining the listening audience of a radio station—1, The dependability with which the station stays tuned-in at satisfactory volume, without annoyance from fading or other interference. 2, Popularity of programs presented. 3, Power and programs of competing stations.

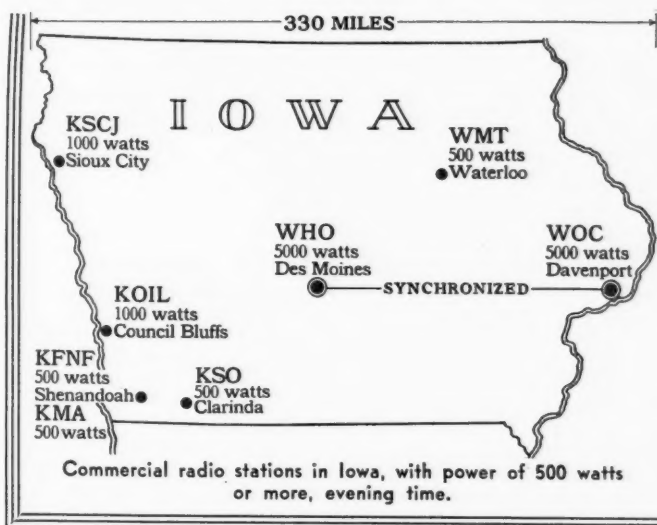
All these factors have been important in building up the audience which regularly tunes to WOC-WHO for its radio service. The map to the right shows in terms of power why Stations WOC-WHO are by far the most dependable stations serving this area.

To this advantage in power, add the natural preference of listeners for good radio programs, either chain or local, and you have the triple foundation on which listener preference for WOC-WHO is built.

Full program service of the NBC Red Network is available to these stations. Each day's program service includes a sound proportion of the finest Red Network features—proved builders of audience.

In addition, the Central Broadcasting Company has developed many features particularly suitable for its own area—features whose popularity is on a par with that of the finest chain broadcasts.

In Iowa, particularly, coverage from neighboring states is not reliable. Three neighboring states have 50 KW transmitters. But anyone knowing radio in Iowa



will tell you that reception from these transmitters covers only a fringe of Iowa at best—and is subject to fading even at the points of occasional reception.

In brief, WOC-WHO — with the only full-time cleared-channel service in this territory—offers the advertiser the only way to cover this active market by radio.



Listening area of WOC-WHO shown in unshaded portion, and based on an analysis of 77,904 letters sent by listeners.

WOC CENTRAL BROADCASTING COMPANY WHO

Sales Executives Give This Market Special Attention—and Find It Pays

FOR years American business men have been told that "Advertising Pays." Recently, some of them have shown an inclination to answer this statement with a cynical "Oh, yeah?"

Before approving any advertising or sales campaign, today's executive wants to know:

1. Whether the advertising provides an effective yet economical means of covering the desired market—

2. Whether the market is capable of producing sufficient business to justify the expenditure.

To business men who could use extra sales volume from the active market covered by Stations WOC-WHO, answers to these logical questions can be found in the experience of other advertisers.

Few stations anywhere in the United States can deliver your sales message to as many families as tune in to Stations WOC-WHO. And most stations must face far stronger competition for listeners.

Yet in cost, the advertiser secures both stations synchronized, at a rate lower than that of other network outlets which have an audience anywhere near equal to that of WOC and WHO. The coverage which these stations offer the advertiser is effective, yet decidedly economical.

Admittedly 1932 is not a year for loose conversation about the buying power of any section. Yet several test campaigns show that this market produces better results than the same tests elsewhere.

In addition to executives who have selected this market for concentration of sales effort this year, there is another group finding it profitable. That group consists of advertisers whose broadcast advertising is on networks which do not have adequate Iowa reception.

Such companies have found that special attention to this active market—through the facilities of the Central Broadcasting Company—pays dividends in sales volume that could be developed in no other way.

For example, the Willys-Overland Company, conducting a contest through an NBC Blue Network program, found that few requests for their contest blanks were coming from this area—ordinarily a strong territory for Willys-Overland sales. After studying the situation, the company inaugurated special evening broadcasts each week over Stations WOC-WHO.

As a result of these broadcasts, requests for contest blanks came in so fast that the Duffield-Hinton Company, distributors for central Iowa, were unable to keep enough on hand to supply the demand.

Many similar examples are found in the list of advertisers given on the next page. This list does not include the large number of network advertisers carried by Stations WOC-WHO—but only those advertisers who have used either transcription or local program facilities of the synchronized Central Broadcasting Stations.



Herb Hener and His Vagabonds, presenting the Willys-Overland program from Des Moines, during the formal opening of the new WHO studios, March 20, 1932

WOC Iowa's Only Full-time, Cleared-channel Service **WHO**

ADVERTISERS USING WOC-WHO

(Exclusive of network accounts)

AMUSEMENT

Mississippi Valley Fair
Riverview Amusement Park
"Lakehurst," Maquoketa
Little Bit o' Heaven

AUTOMOTIVE

General Tire Company
Buick Motor Company
Beattie Garage, Des Moines
Oakland Motor Company
Goodrich Silvertown, Inc.
Chevrolet Motor Corp.
Des Moines Ford Dealers
The Car Shop, Des Moines
Davenport Motor Mart
National Carbon Co.
Amer. Soap & Glycerine Ass'n
Duffield-Hinton Co.
Harter Motor Co.
Wm. H. Metz Co.

BEAUTY PREPARATIONS

Willa Lucas Beauty Shoppe
Armand Company
Curran Laboratories, Inc.
Central Laboratories, Inc.
Rose's Pine Moss Laboratories
Mennen Company

BEVERAGE AND EXTRACT COMPANIES

Prima Brewing Company
Carse and Ohweiler
Atlas Beverage Sales Co.
Powdered Malt Corp.
Happy Way Malt Company
Lamonia Extract Company

CLEANERS

Two-Forty Cleaners
Cownie Tanning Company
Artistic Cleaners

FOOD AND FOOD PRODUCTS

McAteer Company
Sally Brown Products Co.
Quaker Oats Company
Flynn Dairy Company
American Inst. of Food Products
Natl. Macaroni Mfrs. Ass'n
Federal Bake Shops
Schutter-Johnson Candy Co.
Sperry Candy Company
Rumford Chemical Works
Cudahy Packing Company
Curtis Candy Company
Campbell Baking Company
Clean Home Products Co.
Colonial Baking Co.
Little Crow Milling Company
Campbell Cereal Company
Douds Milling Company
Just-Rite Company
Eagle Kash and Karry Markets
American Cranberry Exchange
Davenport Ind. Food Dealers
Iowa Safe Milk Research Bureau
Nash Coffee Company
Iowa Fruit Jobbers
Omaha Flour Mills
Patti's Cafeteria
Bakers Union, Davenport
Zinsmaster Bread Company
Western Grocer Company

Vanilla Sweeties
Beaver Milling Company
Town Crier Food Products
Carnation Company
Des Moines Bakery
Iowa Packing Company
Foodtown Kitchens, Inc.
L. P. Larson Jr. Company
Peter Paul, Inc.
Sun-Maid Raisin Growers Ass'n

FUEL COMPANIES

W. G. Block Company
O'Gara Coal Company
Economy Coal Company
Iowa Coal Institute

INVESTMENT COMPANIES

C. B. Kloppe & Company
Lambert-Price Company
C. C. Woods
Distributors Group, Inc.
Harry H. Polk Co.

LOAN COMPANIES

Commonwealth Loan Company
Household Finance Corp.

MISCELLANEOUS

Allied Laboratories, Inc.
New Idea Spreader Co.
Kirsch Mfg. Company
Strauss Radio Programs
Keeley Institute
Phoenix Hosiery Mills
J. Laskin & Son
Pequot Mills
W. F. Young (Absorbene)
A. B. Kirschbaum Company
Veldown Company
Society of American Florists
Joe Panagos, Des Moines
Blackhawk Hotels Corp.
Weil-McLain Company
American Cyanamid Company
Lewis Lye
Quad-City Pageant of Progress
Des Moines Community Players
Florists' Telegraph Delivery Ass'n
Des Moines Joint Industries
Morrison Hotel, Chicago
National Enameling & Stamping
J. B. Simpson Company
Arkansas Soft Pine Bureau
Portable Milling Company
Flex-O-Glass Company
Thoma Glass Company
Charis Corporation
Hyman Book Shop, Des Moines
Ohsman & Sons
Sheuerman Bros., Inc.
Paas Dye Company
Amity Leather Products
Electric Equipment Corp.

MEDICINAL PREPARATIONS

Smith Bros.
Arzen Laboratories
Vicks Chemical Company

MONUMENTS AND MEMORIAL PARKS

Capitol Hill Monument Co.
Winterset Monument Co.
Davenport Memorial Park

NURSERY AND GARDEN SUPPLIES

Earl Ferris Nurseries
Eclipse Lawn Mower Co.
E-Z Manufacturing Co.

PAINT COMPANIES

Acme White Lead & Color Works
Martin-Senour Co.
Berry Brothers, Inc.
Sherwin-Williams Company
S. C. Johnson & Son

PETROLEUM PRODUCTS

Mid-Continent Petroleum Corp.
Standard Oil Company (Ind.)
Alemite Company of Iowa
Shell Petroleum Corp.
Bartles-Shepherd Oil Company
National Refining Company

PUBLICATIONS

Radio Digest
Successful Farming
Chicago Herald & Examiner
Better Homes and Gardens
Smith Press

RADIO

Grigsby-Grunow Company
Philadelphia Storage Battery
A. A. Schneiderhahn Co.
Hieb Radio Supply Co.
Radio Dealers of Des Moines

RELIGIOUS

International Bible Students Ass'n
Emanuel Sunshine Circle

RETAIL DEALERS

Field Shoe Company
Tri-City Retail Merchants
Stoner Piano Company
Sears Roebuck & Company
Simon and Landauer
Columbia Furniture & Drapery
Des Moines Retail Merchants
Rossman-Clemons
Montgomery Ward & Company
United Drug Company
Herman Kucharo
A. Leath & Company
Palais Royal
Oransky's Department Store
Grace Ransom Tea Room
Utica Clothing Company
Petersen-Harned & Van Maur
Walgreen Drug Company
Younker Bros.
Ginsbergs'
Globe Department Store
Des Moines Music Company
Des Moines Saddlery Company
Katz Drug Stores
Foreman and Clark
Thomas Electric Company
Henry Von Maur, Inc.
Kaybee Stores
Iowa Furniture & Carpet Co.
LaVere Braucht, Florists
Max Solar
Heggen's Boot Shop
Better-Buy Stores, Des Moines
McCabe Dry Goods

SCHOOLS

American Institute of Business
Radio & Television Institute
Palmer School of Chiropractic

WOC CENTRAL BROADCASTING COMPANY WHO



Doc Lawson and His Orchestra, one of Iowa's most popular musical units, broadcasting from the WHO studios in Des Moines

UNUSUAL Studio and Talent Facilities Capable of Developing the Radio Feature Best Suited to the Advertiser's Product

RADIO advertising is still developing so rapidly that the self-styled radio experts can find room for many differences of opinion. But there is one point on which all agree—



Presenting a dramatic program from the WOC studios in Davenport, for both a radio and a studio audience

"It takes a real program to do a real job of radio advertising."

The unusual studio and talent facilities provided by the Central Broadcasting Company have played an important part in helping advertisers do a real

job over Stations WOC-WHO.

In both Des Moines and Davenport, the Central Broadcasting Company has studios completely equipped to handle any type of program—from a dramatic production, involving a cast of several players, to a symphonic program with musical units ranging from twenty to forty pieces.

On March 20 of this year new studios of WHO were formally opened in Des Moines. In sound-proofing and in convenience, they provide every modern detail that helps secure perfection in program work.

The heavy investment involved in setting up these studios proves the faith of the Central Broadcasting Company in the fundamental soundness of its market, and in radio as a means of selling that market.

A wide selection of high-class talent is available either in Davenport or Des Moines. Since both cities have complete studio facilities, programs can originate at the point where the most suitable talent is avail-

POWER

WOC - WHO operate with 5000 watts output from two synchronized transmitters—one in Des Moines, the other in Davenport.

50,000-WATT

transmitter under construction for fall operation — to be located within 15 miles of Des Moines.

WOC Iowa's Only Full-time, Cleared-channel Service **WHO**

able from the advertiser's standpoint.

In comparison with rates in other cities where radio stations offer as large a market as that of the Central Broadcasting Company, talent rates are unusually favorable. The advertiser can have the benefit of an outstanding program over Stations WOC-WHO at a cost lower than that of a common-place job in many stations.

Cooperation with the advertiser and his agency in producing the radio program best suited to his needs is a major point in the service offered by Stations WOC-WHO. To advertisers who desire special features the Central Broadcasting Company offers sponsorship of shopping services, road reports, baseball and football scores, weather forecasts and time sig-

B. J. Palmer, whose thorough knowledge of audience-building has been gained through years of experience in station management.

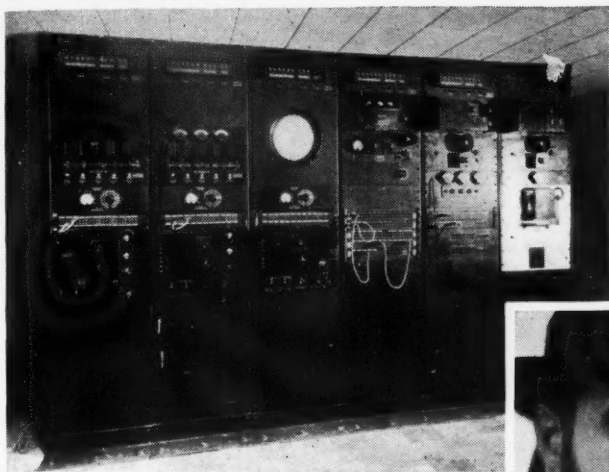
The call letters of Station WOC at Davenport were granted to Colonel Palmer on February 18, 1922, barely three months after the original station license went to KDKA at Pittsburgh. WOC was the thirteenth 500-watt station on the air—and the second station to broadcast with a power of 5000 watts—WEAF of New York being the first.

Station WHO at Des Moines was almost as early a pioneer as Station WOC. The Des Moines station was founded in April, 1924, by the Bankers Life Company, and rapidly became one of the most popular stations in the mid-west.

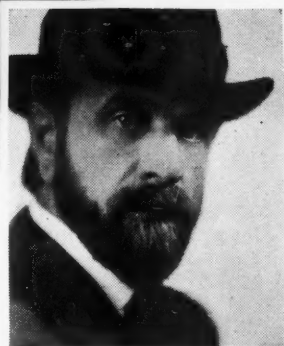
In November, 1928, the radio act required these two leading Iowa stations to divide time. But each station was so popular that half-time service did not satisfy the listening audience. As a result, a group of Iowa business leaders purchased the two stations and completed arrangements to synchronize them so that both would have full time on the air, transmitting the same programs simultaneously.

In radio, pioneering stations gain an advantage in experience and goodwill—a distinct asset offered to the advertiser by the Central Broadcasting Company. It helps your radio program get a still larger audience.

Col. B. J. Palmer,
Managing Director
Stations WOC-WHO



The control panel of the new WHO studios in Des Moines. Twelve programs can run through this panel simultaneously



nals. Assistance in the preparation of a program—from the basic idea, clear through the actual writing of the continuity and the audition for the advertiser's approval—all is offered by the Central Broadcasting Company without charge, if the advertiser desires the service. Trained writers and production men are available at all times.

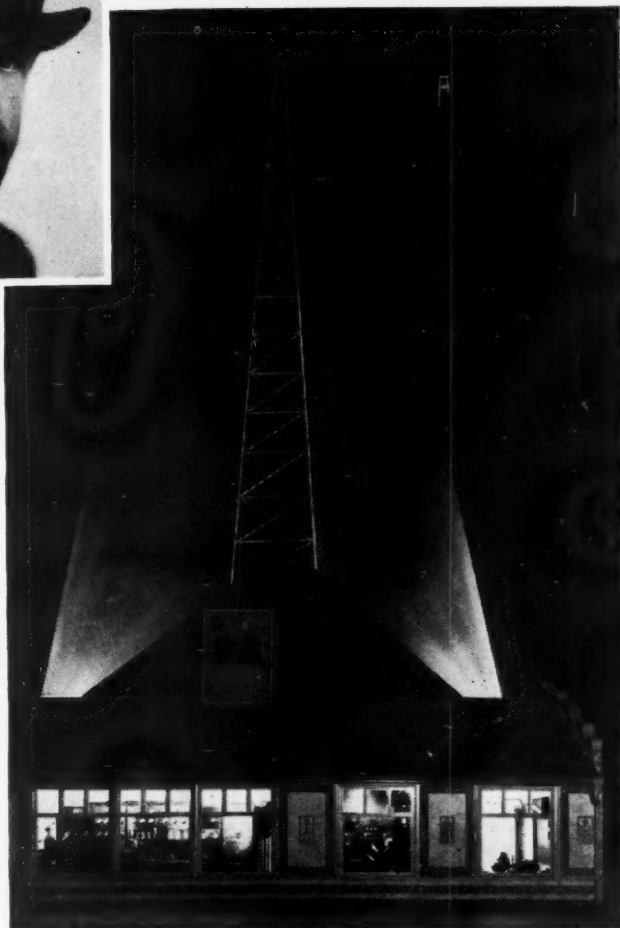
Complete facilities for reproducing electrically transcribed programs are also available at both the Davenport and Des Moines studios. Many advertisers have commented on the unusually careful way in which transcription programs are handled by the Central Broadcasting Company.

Of one thing the advertiser and his agency are assured—whatever type of program is best suited to his product, Stations WOC-WHO have the facilities and the talent for developing that program, plus the experience necessary for properly putting it on the air.

America's Second 5000-Watt Station

In radio, station popularity doesn't just happen. Instead, it must be developed under the careful direction of a management which understands the tastes and preferences of listeners in the territory covered.

In the progress of WOC and later of the synchronized stations WOC-WHO, the central figure is Col.



A night view of the WOC studios and transmitter at Davenport

WOC CENTRAL BROADCASTING COMPANY WHO

RESULTS . . . The Strongest Evidence



UNDERLYING the growth of any medium of advertising today is one major consideration—results.

In order to continue, the advertiser must get adequate results from his advertising.

Typical comments of WOC-WHO advertisers, based on results, are quoted on this page. Naturally, they represent only a small fraction of the evidence available for your examination:

Programs Efficiently Handled

"We feel your stations have been invaluable in presenting our Football Scoreboard of the Air. We have been complimented on all sides on this program. We received some 49,000 entries in our Football Contest, and we wish to compliment you, your announcers and engineers, for the very efficient way they handled our program."

SHEUERMAN BROTHERS, INC.

Service and Copy Satisfactory

"We have been using WOC and WHO for the past two months to advertise coal. This service has been very satisfactory and we have been especially pleased with the copy prepared by your staff."

W. G. BLOCK COMPANY

Helps Make 25 Per Cent Gain

"We have just completed the 186th consecutive 'Mid-Continent Rocking Chair Program,' and during these programs 'Diamond' products have grown to the point where we are now in second place in Iowa. On November 1, 1931, our sales were 25 per cent ahead of the same period last year. We appreciate the cooperation which we have had from the Central Broadcasting Company."

MID-CONTINENT PETROLEUM CORP.

Program Pulling Results

"You may be interested in knowing that our program over your stations is pulling results in a very satisfactory way. We consider it one of the best advertising jobs ever done for Willys-Overland products in Iowa. As you know, the Willys-Overland NBC program on the Blue Network does not have an outlet that can do us so much good. This is demonstrated in the fact that we had practically no calls whatever for Willys-Overland contest blanks during the time the program was on the Blue Network only. With the inauguration of the Willys-Overland program over WOC and WHO, however, calls for these blanks exceeded all expectations. Many thanks for your cooperation."

DUFFIELD-HINTON, INC.

Most Economical Advertising

"I thought you might be interested in knowing of the results we are getting from our broadcasting over your stations. They have been beyond our expectations. We can state frankly that it is the most economical medium of advertising we have been able to find. We thank you for the many courtesies extended."

C. B. KLOPPE & COMPANY

Proved Over Six-Year Period

"The Crescent Macaroni and Cracker Company were advertising pioneers over your stations, and have been broadcasting continuously for six years. Radio advertising, done ethically and entertainingly the way WOC-WHO does it, creates confidence that the product is of the same high quality as the music. That Crescent has used your facilities for six years without interruption, and without any present intentions of discontinuing, should speak for itself."

CRESCENT MACARONI & CRACKER COMPANY

What Added Facts Do You Want?

In considering what Stations WOC-WHO can do toward increasing your business in this active market, other questions may arise. For example:

"Our product has an individuality of its own. How could that individuality be built into a radio program?" . . . "What

results have advertisers in similar fields secured over Stations WOC-WHO?" . . . "What choice spots are now available either for evening or daytime broadcasting?" To these and other questions that may occur to you, we will do our best to give frank, accurate answers. ADDRESS THE SALES DEPARTMENT.

CENTRAL BROADCASTING COMPANY

1002 Brady Street, Davenport, Iowa

WOC

DAVENPORT

SYNCHRONIZED
WITH

WHO

DES MOINES

U. S. Gypsum Starts in to Pull 20,000 Dealers "off Their Hips"

CHICAGO—Methods by which lumber and building material dealers can get prospects, and business, in 1932, are outlined by United States Gypsum Company, here, in three recent booklets:

1—A study of prospects—how to find them, how to interest them, how to sell them—entitled "1932."

2—"The Home Inspection Service," which lays down a definite plan for getting into the home of the prospect and showing how it can be checked in detail to reveal to the owner definite needed repairs and remodeling.

3—"Financing Repair Work and Remodeling," which explains five separate plans for financing, with their strength and weaknesses, and tells how and under what circumstances each should be applied.

Supplementing these a blank form is offered called "Home Inspection Service Report" which, when filled in and checked by personal visit to the home, reveals in minute detail all the needs and requirements to put the house in order.

Suggestions also are made for preparation and use of newspaper advertising, direct mail pieces, window display and lighting, etc.

The company points out that probably there will be only a limited amount of new construction this year and that dealers should concentrate their efforts on home remodeling. Only in the latter half of the first booklet is an appeal made for the use of U. S. Gypsum products. In the others no mention of the company is made beyond a copyright line and the firm's imprint on the last page.

The following paragraph from booklet number 1 gives an idea as to how the plan is put under momentum:

"Operation of the plan begins with a letter addressed to a selected list of prospects. In a town of 15,000 there will probably be a thousand or more homes worth approaching with the plan. Names should be confined to home owners and will usually be selected from districts and streets where one may reasonably expect the owner to be able to pay for needed improvements."

"The Home Inspection Service" covers:

(a)—Obtaining the appointment. Publishes newspaper announcements and publicity items, sends letters asking for appointments to make inspections, follows letters with telephone solicitations.

(b)—Makes inspection.

(c)—Makes report of inspection and furnishes recommendations for repairs and improvements.

(d)—Closes the sale.

Solicits orders for repairs and improvements recommended, follows unsold prospects with letters, mailing folders, etc.

(e)—Arranges details for selling on easy payments.

"Financing Repair Work and Remodeling," goes into the five methods of "painless payment": the acceptance corporation; manufacturer's finance plan; the dealer cooperative plan; the dealer's own finance company, in which the dealer has complete control of terms, collections, policy, etc., and the dealer-operated plan, which becomes a part of his credit and collection machinery and is suited to financing repair and remodeling jobs up to \$250. For the smaller job the last plan is recommended.

"It is so easy to operate that with little preparation other than the assembling of a few simple forms it can be put to work to improve collections, and increase sales. Once under way it picks up momentum as it goes along, building itself up as a permanent means of extending credits and making collections.

"It helps to maintain satisfactory profit margins, simplifies collections, can be used to secure interest on delinquent accounts, extends the dealer's market and keeps the dealer in complete control of his credits and collections."

A pertinent suggestion to the dealer is made as follows:

"As in other lines of merchandising the exterior presented to the public will have much to do with the appeal your place of business makes. Possibly repairing and reconstruction should begin at home. Maybe new paint, a new sign or new gate is needed. Within the limit of the expense justified, present the best possible front."

Twenty thousand of each booklet have been mailed. A page was taken in the *Saturday Evening Post* of March 12. In this a coupon calling for further details when signed and returned was carried.

An official of the company said:

"We figure that from 20,000 to 30,000 dealers in this country need some push, some help, some guidance—something to make them get out and work. We are trying to get 'em off their hips."

Newspapers and Magazines Maintain Their "Share" of Advertising Dollar

NEW YORK—Newspapers received more than 46 cents, magazines nearly 38 cents, chain broadcasting 8 cents, outdoor nearly 7 cents and car cards just a penny of the national advertising dollar last year, the Bureau of Advertising, American Newspaper Publishers' Association, estimated in its annual report issued this week.

Though the total expenditure for national advertising in these five media declined about one-fifth from 1929 to 1931—from an estimated \$553,000,000 to an estimated \$442,500,000, the bureau pointed out, the newspaper's "share" declined only 0.6 per cent. Thirty-seven cents of the dollar went to magazines in '29 and 37.7 in '31.

Chain broadcasting, however, went from fourth to third in ranking among the five, and more than doubled its share of the dollar—from 3.4 to 8.1. This increase was made apparently at the expense of outdoor, which declined more than one-third, from 10.8 to 6.8, and of car cards, which declined from 1.8 to 1.

"About 80 per cent of the volume of newspaper national advertising originates with less than 10 per cent of the advertisers," the report said. "Automobile, financial and radio set and appliance advertising furnished 40 per cent of the 1929 total. These sources have shrunk sufficiently to account for most of the drop in lineage during 1930 and 1931. Tobacco, electric refrigerators, foods and toilet requisites accounted for a major percentage of volume in 1931.

"Wider coverage of the field appears to be a logical requirement. . . . Among manufacturers of many products that appeal to women, for example, the impression often persists that other mediums will serve better than newspapers, despite the fact that the retailers of similar products rely wholly on newspaper space to move them from their stores."

Postage and Postal Zone Reported by New Scale

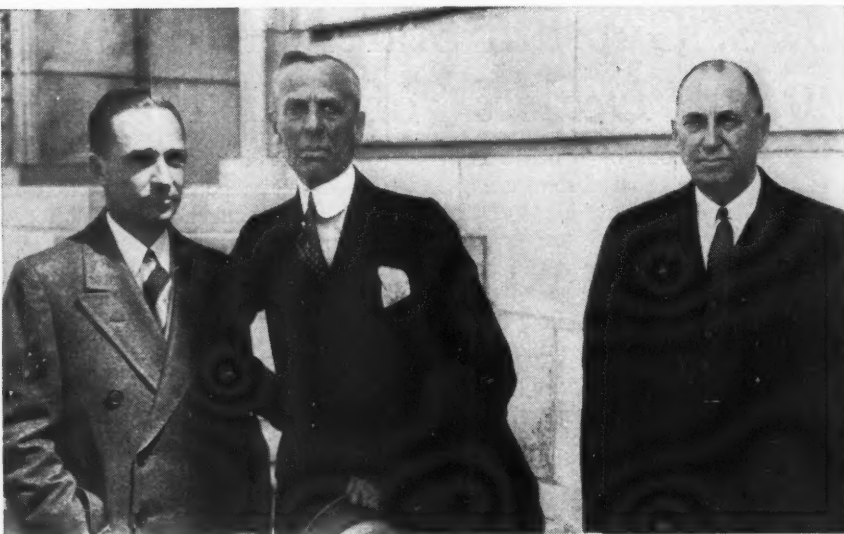
TOLEDO—Weight, amount of postage and parcel post zone number are recorded automatically on printed tickets by the Printweigh, said to be the first practical automatic printing scale, just announced by the Toledo Scale Company.

The printed ticket can be placed on the package and a continuous tape kept as an office record. If desired, from one to five carbon copies can be made.

Who's Now Who



More knowledge, more sales: Adequate library facilities would "guarantee" the earning and spending power of the masses of the people, Angus S. Macdonald, head of Snead & Company, foremost library builder, pointed out last week. (Story on page 156.)



A.P. Photo

Joint Pleaders: The presidents of the three largest automobile companies—Edsel Ford, Alfred P. Sloan, Jr., and Walter Chrysler—leaving a session of the Senate Finance Committee in Washington recently, where they testified against the proposed automobile sales tax in the revenue bill. Senator Reed Smoot of Utah, chairman of the committee, also was host to a number of other automobile notables on that occasion—among them Roy D. Chapin, of Hudson, George M. Graham, of Rockne (Studebaker), and Harvey Firestone, Sr.



Re-enforcer: H. Curtiss Abbott, veteran radio sales executive, who has the responsibility of putting over the new Columbia phonograph and radio line. The Grigsby-Grunow group of Chicago is now in Columbia control. (Story on page 156.)



Merchandiser: Walter Hoving, executive vice-president and merchandising counselor of R. H. Macy & Company, New York, went to Chicago the other day to see what he could do for Montgomery Ward. He will be vice-president and general sales manager, under President Avery. (Story on page 156.)

Burnermaster: The expanding American Oil Burner Association elected Morgan J. Hammers (left), vice-president of Petroleum Heat & Power Company, to take charge of still more expansion this year. (Story on page 154.)



What's Depression?

LOOK at them . . . the mischief in their eyes; the fun in the quirk of their lips. What can DEPRESSION do to smiles like theirs?

They are Youth, that must be served. They are Spirit, that will not be denied. They are tomorrow's America.

Youth refuses to stand still. "Let's go," is his slogan. There are a thousand ways around, or over, every obstacle in

his path. He is contagiously confident. He acknowledges no defeat.

While we grown-ups worry about today, Youth looks beyond the horizon and sees new worlds to conquer.

Every year, two million boys and girls grow into men and women . . . two million sources of new vision, new thoughts, new ways. . . .

And to them must be added the other millions and millions who *stay* young; who find a new way to beat every new enemy . . . in finance, in manufacturing and in marketing.

The increasing number of firms now finding success through application of *new marketing methods* is a cheerful augury for the near future.

CALL THE  BOONE MAN

— REPRESENTING —

DAILY

New York Journal
Albany Times-Union
Syracuse Journal
Rochester Journal

Boston American
Baltimore News
Washington Times-Herald

Atlanta Georgian
Chicago American
Detroit Times
Omaha Bee-News

Boston Advertiser
Albany Times-Union
Syracuse American

SUNDAY

Rochester American
Detroit Times
Omaha Bee-News

Baltimore American
Washington Herald
Atlanta American

RODNEY E. BOONE ORGANIZATION

A UNIT OF

HEARST ADVERTISING SERVICE

NEW YORK : CHICAGO : BOSTON : DETROIT : ROCHESTER . PHILADELPHIA : CLEVELAND : SAN FRANCISCO : ATLANTA

How Big Advertisers Divide Radio and Newspaper Appropriations

Records of 439 advertisers who used radio chain broadcasting in either or both the years 1931 and 1930 show that last year their expenditures for radio time increased 56.7 per cent, while lineage of the same companies in newspapers declined 9.3 per cent. The information was compiled by *Media Records, Inc.*

Radio is a lusty infant but it has a long way to go before it catches up in advertising volume with the more adult newspaper medium. There were 343 advertisers who used the chain broadcasting medium last year and they spent \$35,536,148 for time. Newspapers the same year carried 215,091,257 lines from the same companies and at an average rate of 35 cents a line this amounts to \$75,281,938. The totals do not, of course, represent the comparative volume of the two mediums, for the companies using radio and newspapers make up but a small fraction of the newspaper total of 1,929,916,642 lines in 341 newspapers in eighty cities.

The table printed on this page shows both years' records of those companies which in 1931 spent approximately \$250,000 or more in radio. These companies increased their radio time 68.3 per cent, but they also found a greater need for newspaper advertising and increased their lineage 12 per cent. The breakdown does not separate the type of newspaper advertising done—i.e., whether out-and-out selling copy, or space used primarily to promote listeners for their radio programs, but it is obvious that radio adver-

tisers must face the fact that there is no law which compels radio set owners to tune in at any given time and that programs to be fully successful must be "promoted."

Not only did the largest radio advertisers increase their newspaper advertising, but radio advertisers as a whole seem to have been better than average customers of the newspapers. Last year the total lineage in the following classifications—general, automotive and financial—declined 17.4 per cent, but the decline among those companies also using radio was only 9.3 per cent.

One hundred and ninety advertisers used radio both years. Ninety-six were off the air in 1931 and the medium attracted 153 new advertisers that year. One of the most interesting aspects of radio's growth is that the revenue from the 1931 crop of new advertisers was 134 per cent more than the old advertisers spent in 1930. Increased revenue from 1930 advertisers who renewed in 1931 was \$976,696 greater than the total revenue lost from the 96 advertisers who did not renew.

A striking characteristic of the tabulation printed herewith is that a majority of the most experienced radio advertisers—those whose programs have been fixtures for a long period and who, if experience counts for anything, should know how to get the most for their radio dollars—made sizable increases in their newspaper space. Included in this category are Lucky Strike, Coca Cola, Macfadden, Pepsodent, Standard Brands and the A. & P.

Advertisers Spending Approximately \$250,000 or More in Radio During 1931

	RADIO				NEWSPAPERS			
	Year 1931	Year 1930	Gain or Loss in Dollars	Gain or Loss in %	Year 1931	Year 1930	Gain or Loss in Lineage	Gain or Loss in %
GENERAL ACCOUNTS:								
*Allied Quality Paint Group.....	\$268,918	\$268,918	2,859,330	3,688,519	829,189 L	22.5 L
American Cigar Co. (Cremo).....	1,168,254	1,168,254	6,254	2,060,395	2,054,141 L	99.7 L
American Radiator & Standard Sanitary Corp.....	314,066	407,051	92,985 L	22.8 L	24,908,653	16,143,214	8,765,439	54.3
American Tobacco Co. (Lucky Strike)	1,605,082	842,020	763,062	90.6	303,643	487,215	183,572 L	37.7 L
Armour & Co. (Food Products).....	268,659	273,068	4,409 L	1.6 L	6,445	6,445
*Barbasol Co.	264,195	264,195	424,683	312,492	112,191	35.9
Coca Cola Co.	335,405	256,187	79,218	30.9	2,100,668	3,563,863	1,463,195 L	41.1 L
Colgate-Palmolive-Peet Co.	743,465	449,496	293,969	65.4	281,714	716,057	434,323 L	60.7 L
Congress Cigar Co. (La Palina).....	278,477	189,393	89,084	47.0
Consolidated Cigar Co. (Dutch Masters, Henry George, El Sidel)	286,024	285,728	296	0.1	379,955	4,087	375,868	9,196.7
Eastman Kodak Co.	265,835	167,228	98,607	59.0	97,984	139,329	41,345 L	29.7 L
Funk & Wagnall (Literary Digest).....	570,681	557,445	13,236	2.4	80,133	80,133 L	100.0 L
General Electric Co.	484,294	415,551	68,743	16.5	3,129,505	4,297,866	1,168,361 L	27.2 L
General Foods Co.	582,603	255,226	327,377	128.3	4,136,431	4,426,290	289,859 L	6.5 L
General Mills (Gold Medal, Wheaties).....	521,234	296,282	224,952	75.9	101,135	369,465	268,332 L	72.6 L
Green Bros. Co. (Tastyest).....	381,712	62,585	319,127	509.9	4,084	28,436	24,352 L	85.6 L
Halsey Stuart & Co.	264,429	274,970	10,541 L	3.8 L	444,916	485,980	41,064 L	8.4 L
Hopper, Edna Wallace	243,074	16,225	226,849	1,398.1	149,345	72,566	76,779	105.8
*International Shoe Co. (Vitality Shoes).....	452,967	452,967	26,802	415,435	388,633 L	93.5 L
Interwoven Stocking Co.	271,791	256,014	15,777	6.2	14,972	14,972
Macfadden Publications (True Story, Liberty).....	296,811	423,494	126,683 L	29.9 L	1,296,711	580,653	716,058	123.3
Metropolitan Life Insurance Co.	355,497	344,378	11,119	3.2	206,188	201,729	4,459	2.2
Pepsodent Co.	1,438,327	1,219,462	218,865	17.9	1,018,990	4,575	1,014,415	22,173.0
Quaker Oats Co.	1,180,132	861,772	318,360	36.9	121,857	183,854	61,997 L	33.7 L
R.K.O. Corp.	309,054	495,427	186,373 L	37.6 L	276,712	210,907	65,805	31.2
R.C.A. Victor Corp.	278,838	474,223	195,385 L	41.2 L	1,310,026	5,120,894	3,810,868 L	74.4 L
R. J. Reynolds Tobacco Co. (Prince Albert, Camel)	1,245,336	166,463	1,078,873	648.1	16,472,202	7,090,457	9,381,745	132.3
Standard Brands, Inc.	1,273,211	783,540	489,671	62.5	4,144,180	3,511,475	632,705	18.0
Swift & Co. (Food Prod. & Vigoro).....	473,562	473,562	460,003	853,023	393,020 L	46.1 L
RETAIL ACCOUNTS:								
Enna Jettick Shoe Co.	345,977	254,653	91,324	35.9	420,225	551,926	131,701 L	23.9 L
Fuller Brush Co.	262,634	164,715	97,919	59.4
Great Atlantic & Pacific Tea Co.	914,606	346,313	568,293	164.1	18,138,566	15,191,892	2,946,674	19.4
Montgomery Ward & Co.	247,678	247,678	7,081,067	7,049,388	31,679	0.4
AUTOMOTIVE ACCOUNTS:								
Cities Service Co.	405,226	387,779	17,447	4.5	285,706	1,125,495	839,789 L	74.6 L
General Motors Corp	281,042	303,267	22,225 L	7.3 L	9,350,128	10,324,370	974,242 L	9.4 L
GRAND TOTAL	18,878,376	11,229,955	7,648,421	68.3	99,959,078	89,282,960	10,676,118	12.0

* These accounts broadcasting (1931) for the first time.

32%

Sales INCREASE

maintained despite the depression



F. J. OELERICH, JR.
Vice President
Oelerich & Berry Co.

MR. F. J. OELERICH, JR., of the Oelerich & Berry Company, Chicago, wanted to increase the sales of Old Manse Syrup.

His product was a plain, everyday food product, sold in retail grocery and delicatessen stores, the same as hundreds of other food products.

Without making the advertising or merchandising of Old Manse Syrup in any way sensational—without radical changes in packaging—without special sales or merchandising stunts—without extra salesmen, the Oelerich & Berry Company sales index figure for Old Manse Syrup for 1930 was 32% greater than the index figure for 1927. For 1931 the sales index figure was 33% greater.

This increase was achieved easily and economically by going directly to the heart of the sales problem, and promoting the sale of Old Manse Syrup at that strategic point where promotion can be directly translated into sales—right on or near the retail stores where Old Manse Syrup is on sale.

This was done by means of Criterion Posters as illustrated in the photograph at the left. Criterion Posters are beautifully colored posters, eight feet high and four feet wide, erected at eye level on the walls of retail stores in home shopping neighborhoods.

The figures mentioned above have been carefully and impartially gathered and checked by Walter Mann & Staff, a nationally known research organization. They have been reproduced in a sixteen page report, which we shall be glad to send you free of charge. Just fill in the coupon below, or pin it to your letterhead, and learn how you, too, can increase your sales.

Send for a copy of this report today.

CRITERION SERVICE

Nation-wide Three-Sheet Posting in Home Shopping Neighborhoods
420 Lexington Avenue, New York

PHILADELPHIA
CHICAGO

SAN FRANCISCO
BOSTON ST. LOUIS

CLEVELAND
TORONTO



Mail this
Coupon
today

Criterion Service
420 Lexington Avenue
New York City

Please send me without obligation on my part a copy of the performance report described in your advertisement in Sales Management.

Name _____
Address _____
Firm Name _____
Position _____

Go to Europe on Time Payments; Cunard Tells How It's Done

NEW YORK—With the help of a "price" reduction and installment selling the Cunard Steamship Company, Ltd., is seeking to revive European travel business.

The 20 per cent reduction in fares has been made by all Transatlantic lines, but the installment service is available, at present, on the Cunard and affiliated Anchor lines alone. It includes all types of accommodations—first-class, cabin, tourist, third—round-trip only, between New York and various European ports, on all boats of both lines. (The Cunard* and Anchor are the suffix "ia" boats—the best known of them being probably the Berengaria, Mauretania and Aquitania.)

"The plan works out pretty much like buying an automobile," explained R. M. Andrews, head of Cunard's new deferred payment department. "It is being provided through an exclusive arrangement with the Morris Plan banks and companies throughout the country. Under ordinary circumstances, no co-makers or endorsers are required. The applicant, however, must fill in a detailed form as to character and earning power.

"The down payment of 25 per cent or more is to be paid within sixty days of date of application," Mr. Andrews added. "The maximum payment period is one year. The minimum loan, as a result of the fare reductions, is now less than \$100. Six per cent interest is charged.

"Though we request applications six weeks in advance of sailing, it is possible to make the round-trip before the date of the first payment. Some emergency passages we have cleared in one day. In other words, passengers have been enabled to sail the same day their applications were filed.

"Our average sale runs between \$300 and \$400. This includes steamer fare only (stateroom and meals, of course, included).

"With the reduced rates which recently went into effect," Mr. Andrews pointed out, "it is possible to do the round-trip, third-class, on the time payment plan for a total of \$112—\$29 of which is paid 'down.' With the low rates now in effect on the British railways, it is possible to take an 'all-expense,' seven-day tour of Great Britain for as little as \$61. The whole three weeks' vacation abroad need not cost more than \$200.**

"The plan was launched March 1. It is still too early to give any definite indications of its success—though we

have had applications from a lot of people from all over the country. They come from all walks of life. They earn from \$20 a week up, but are mostly in the middle-income group. A number are business men and women and school teachers. Some are independently wealthy. They go for business and pleasure. Now and then a family emergency—perhaps the illness of a brother or sister abroad—brings an applicant. A number are foreign-born Americans, mostly German and English, going back to visit the homefolks."

* Cunard recently suspended work on the construction in England of a 70,000-ton "super-liner" which probably would have been known as the Britannia.

** The North Atlantic passenger conference will meet in London May 10 to put tips on a regular percentage basis. Ten per cent for the first \$100; 5 for the balance of the cost are expected.

Safety Glass Sales Higher; More Advertising Helps

TOLEDO—An intensive advertising program of the Libbey-Owens Ford Glass Company has been chiefly responsible for an increase of 109 per cent in the company's shipments of safety glass in the first quarter of this year, as compared with the same period of 1931, G. P. MacNichol, Jr., vice-president in charge of sales, reported to SALES MANAGEMENT this week.

The increased volume is due also to greater appreciation by the public, he added, and the recognition by automobile manufacturers of the sales advantages of safety glass installed in their cars.

Oil Burner Group Grows; Hammers New President

BOSTON—Morgan J. Hammers, vice-president of the Petroleum Heat & Power Company, Stamford, Connecticut, was elected president of the American Oil Burner Association, at its recent convention in Boston, to succeed Walter F. Tant.

The oil burner show, in connection with the convention, had a record attendance of 13,000. Walter F. Tant, retiring president, reported an increase in the dealer division of the association last year from 144 to 2,383 members, and the individual division (manufacturers) from 9 to 49.

Four Months' Promotion in One Week Launches New Ethyl Gasoline

NEW YORK—The "equivalent of four months' advertising" is being concentrated by Ethyl Gasoline Corporation in the week of April 29-May 7, to introduce Comet Ethyl gasoline through the filling stations of its 102 refiner licensees throughout the United States and Canada.

Ethyl's own campaign is appearing in thirty-eight magazines, with a combined circulation of 30,000,000. It is estimated that the entire advertising expenditure for this product in various media by the Ethyl Gasoline Corporation and the licensees this year will approximate \$14,000,000.

Suggested dealer advertisements and publicity stories for newspapers; direct mail material, and suggested programs for spot broadcasts are included in the portfolio. Attendants' buttons—three inches in diameter—station banners call attention to the new product at point of sale, and four-inch phonograph records, containing an Ethyl sales talk, are being distributed to customers.

To non-users of Ethyl the attendant is asked to say:

"Don't you want to try Comet Ethyl this time, sir? It'll make a big difference in the way your car runs. We've just raised the anti-knock standard, and that gives you more power . . . faster pick-up in traffic, and a lot more pep on hills. . . ."

There is an enthusiastic speech for users, too.

Milk Bottle Messages Sell an Air Trip

NEWARK—In an empty milk bottle beside his regular milk bottle order the other morning H. G. Andrews, pilot of Transcontinental & Western Air, on the Newark-Columbus run, found a note:

"What is the fare on your planes to Chicago, when do they go and how long does it take?" The note was signed "Milkman."

The next morning, via the empty bottle, Mr. Andrews replied, adding the question: "May I make a reservation for you?"

"Please make a reservation for my boss on next Wednesday," read the next milk bottle note.

And then a few days later:

"Boss had a swell trip. Thinks there's nothing like it. Thanks a lot.—Milkman."



Won't You* Put It In Writing?

● ● Your representative has made a capable presentation—one good enough to clinch an order. But the prospect counters with a smiling evasion, "Won't you put it in writing?"

● ● Why? In nine cases out of ten it is because the individual to whom your man has been talking lacks the power to render a DECISION. He may be gathering the facts for his superior; or even in cases where he is an important executive the company may be operating on a committee plan.

● ● Advertising pages in SALES MANAGEMENT reach the men who make decisions. 44 per cent of the personal subscriptions among manufacturers go to company officers. 86 per cent go to general sales managers AND company officials. A consistent campaign in SALES MANAGEMENT supplements the work done by your salesmen far more effectively than advertisements directed to the same individuals your men are calling upon day after day.

*Publishers, Advertising Agency New-Business Managers, Makers of Sales and Advertising Materials.

Columbia, Reorganized, Reinvasades Phonograph and Radio Markets

NEW YORK—Columbia Phonograph Company, control of which was acquired several months ago by Grigsby-Grunow Company (Majestic radios) of Chicago, has been reorganized and is starting a sales and advertising campaign on phonograph records, portable phonographs, radio receiving sets and electrical transcription records for broadcasting. An air-cell battery set for small town and rural markets and a phonograph-radio combination set will be featured.

H. E. Ward, of Chicago, has been elected president of the company and H. Curtiss Abbott vice-president in charge of sales, merchandising and advertising. Mr. Ward was formerly auditor and controller of Columbia. Mr. Abbott, pioneer radio sales executive, has been general sales manager of Crosley Radio Corporation, Kellogg Switchboard & Supply Company and the radio set division of the National Carbon Company.

Columbia is now engaged in supplementing its branches with distributors throughout the country—the less important branches being discontinued—and is increasing the size of its dealer organization.

An advertising campaign, in newspapers and magazines, is being launched under the direction of N. W. Ayer & Son.

"Hopeful of an early turn in the business situation," Mr. Abbott is making plans to meet a "revived interest in phonograph records and in the improved type of radio receiving sets."

Osborne's Correspondents Help Build Sales Force

NEWARK—To each outgoing piece of mail—between 500 and 1,000 pieces a day—the Osborne Company, Newark, reminder advertising concern, is attaching a "sales help wanted" slip. The company's qualifications are mentioned on the slip. The recipient is asked to return it with the name of a man who may be a candidate for the Osborne sales force.

"In the first week of this practice we have had two personal calls and about fifteen returns a day," N. U. White, sales manager, explained, "and we feel that some of the names given us can be interested in our work. To each name supplied we send a letter with an enclosure telling something about our business and method of operating. As far as possible a personal interview will be arranged."



S. A. Miles

Miles, Veteran Manager of Auto Shows, Dies

NEW YORK—Samuel A. Miles, veteran manager of the national automobile shows in New York and Chicago, died in Bristol, England, this week of apoplexy, according to a cablegram received by Alfred Reeves, vice-president of the National Automobile Chamber of Commerce.

Since 1900, when he sponsored the first automobile exhibit in Chicago, and since 1905, when he took over the management of the New York show, Mr. Miles has supervised every national show of American automobile manufacturers. He was 70 years old. Born in Wales, he started his career as a writer on English sporting publications. Later he became a writer and ultimately owner and editor of the *Referee* in this country, the name of which was changed successively to *Cycle Age* and *Motor Age*.

Macy Merchandising Chief Joins Montgomery Ward

CHICAGO—Walter Hoving, executive vice-president and merchandising counselor of R. H. Macy & Company, New York department store, has resigned, effective May 1, to become vice-president and general sales manager of Montgomery Ward & Company, with headquarters here.

Mr. Hoving, who is also chairman of the merchandise division of the National Dry Goods Association, joined Macy's in 1924 as a member of its executive training squad. More recently he was in charge of merchandising on the main floor and the men's clothing department.

He is thirty-four years old.

Higher Education Level Would Improve Sales, Says Library Builder

NEW ORLEANS—"Adequate library facilities for the masses of the people are the only guarantee we have of building up the potential earning and spending power of the nation," Angus S. Macdonald, president of Snead & Company,* Jersey City, told the American Library Association convention here this week.

"Millions of dollars are spent annually to advertise goods to the consumer," Mr. Macdonald explained, "but little more than nothing is spent to increase the responsiveness of human beings to new desires and new products. Yet increases in human desires and average willingness to work to satisfy them are directly related to the increased intelligence in the various income groups."

"National advertisers," he continued, "have not capitalized the division of audiences into *intelligence* as well as *income*."

"American industry, for all its spectacular march under courageous leadership, has overlooked the supremely important fact that economic progress is directly proportionate to intellectual and cultural progress, and that this progress is almost exclusively dependent upon libraries. One-third of our population, more than 40,000,000, are entirely without library facilities. For the more fortunate two-thirds facilities are utterly inadequate. With demands for library service unprecedented and library staffs undermanned, due to reduced appropriations, the seriousness of the situation is obvious. Results of denial even of the tools for self-improvement or self-entertainment to those upon whom circumstances beyond their control have enforced idleness and poverty are not pleasant to contemplate."

"In the present emergency every influence that industry can exert toward release of funds by Congress for completion of this work, every influence toward maintaining or increasing tax rates for library use should be actively brought to bear in every state in the Union. If necessary, bond issues could be and should be resorted to."

* Largest library builder in this country, now engaged in rebuilding the Vatican library, built originally in 1588, the roof of which collapsed last December, destroying a number of priceless volumes. Also building an annex to the Congressional Library at Washington and soon to start on a new library for Columbia University. One hundred years old, Snead & Company originated the principle of steel construction of libraries—with skyscraper book racks, which also help to support the floors.



Time, Inc., publisher of TIME and FORTUNE, in its survey "Markets by Incomes" reports findings, in Appleton, Wis., regarded as a typical community of medium size (25,000), which are of interest to every radio manufacturer.

Read what TIME says about the Radio Situation in Appleton

"The Replacement Market Is a 'Free-for-All'!"

"TIME'S" COMMENT on the radio situation was:

"The number of sets discarded and replaced since 1928 (per thousand families) varied from 173 in the under \$2,000 group to 502 in the \$10,000-up class. But the percentage of replacements by the same make of radio was under 20 per cent in every income group and under 15 per cent in the three lowest.

"Radio manufacturers have even greater cause for concern in the fact that in 1931 all radio purchases by families in the \$5,000-up class were replacements and not one replaced the same make. The replacement market, therefore, is a free-for-all, with few manufacturers even approaching a repeat sales acceptance comparable to that of several car makers."

THEREFORE going after the replacement business is not only worth while but in view of the aforementioned facts an absolute necessity, in order to get repeats on your original sales.

You can reach these radio set owners with absolutely no waste circulation through RADIO DIGEST. The readers of RADIO DIGEST are all owners of radio sets. They are enthusiastically interested in radio and are the present and future buyers of replacement sets.

Replacement sales will prove an important factor in the total sales volume of Radio Manufacturers this year. Why not plan now to definitely develop this field. Crystallize your purpose into action by authorizing your advertising agency to reserve a page for you in the July RADIO DIGEST. Start the ball rolling by promoting your product to the KEY GROUP of radio fans who can do the most to make or break the reputation of your product.

RADIO DIGEST PUBLISHING CORP. 420 Lexington Ave.
New York City

C o m m e n t

FEDERAL ECONOMY: A number of the larger manufacturers, including such as duPont and Bendix, have actively undertaken a campaign for substantial reduction of governmental expenditures with a resultant *easing* of taxes. There has been a great deal of waste in the use which has been made of taxpayers' money and no small amount of political handouts. The campaign is fair enough and proper enough, but unfortunately it is launched at a time when reduction of governmental expenditures will add to unemployment and further decrease purchasing power. Economizing as practiced by most business concerns has already demonstrated its boomerang effects. Before, as a nation, we can be said to be getting anywhere, *business as a whole must be made profitable and employment made available to all (or nearly all) willing workers.* Regardless of sales volume, profitless sales must be driven from our midst.

SHORT SELLING. The recent testimony of Richard Whitney, president of the New York Stock Exchange, given before the Investigating Committee of the United States Senate, indicates quite clearly that short selling in itself is not going to be proved wicked, harmful or unnecessary. It does not, however, clear up the possibility that there have been serious abuses in the ways and means by which short selling has actually been practiced. In other words, there is a fundamental difference between proving the theory of short selling and whitewashing some of the practices in short selling. Wall Street cannot shake off this latter stigma any quicker than it can shake off the stigma of certain kinds of pool operations to boost stocks to unwarranted levels, particularly during the days when the lay public was solicited to deal in "when issued" stocks. "Mat" Brush, in his testimony before the same committee, made Mr. Whitney look like an evader and a foolish one at that.

THE DEPARTMENT OF COMMERCE: The United States Chamber of Commerce, among others has been conducting an active campaign seeking a substantial curtailment of the activities of the Department of Commerce, if not its complete elimination. Many industrial leaders have been drawn into this same movement without first being posted on all the facts. Actually, the Department of Commerce offers a relatively poor place for economy when it comes to the maximum number of dollars that could possibly be saved. The Department of Commerce total is only 1.1 per cent of the budget for 1932-3, which makes it pretty *meagre* pickings for *major* econ-

omies. Moreover, after allowing for the Patent Office, Bureau of Mines, Aeronautics Branch and Radio Branch, all of which have been transferred in recent years to the Department of Commerce, its *total* budget has increased only 14 per cent (\$3,294,478) in thirteen years. This compares with an increase of \$1,231,100,000 (63 per cent) for the total budget in the last *five* years. Why does the U. S. Chamber of Commerce hesitate to tackle, aggressively, the really great wastes (and impositions) in government? Why has it failed to develop a formidable program for the redevelopment of prosperity within our own borders? Must it make mountains out of molehills in order to justify its existence? Has the Chamber perchance become a professional bureaucracy (similar to the Anti-Saloon League) instead of the intelligent, organized, representative mouthpiece of American business? In any event, its recent record smacks of pettiness instead of importance.

EMPLOYMENT: The latest release from the Labor Department tells a sad story about employment. It is a story which indicts not only leadership in government, but also the competency of our financial and industrial leadership. Read these index figures and weep. And remember you are weeping not only for "the other fellow" *but also for yourself.* When all of the powers-that-be realize the truth, as they most certainly will have to do in the very near future, it becomes evident that we have *actually* accomplished little or nothing in the solution of our *greatest* and *most pressing* problem—the employment of the unemployed. Charity reliefs are running their course with only palliative effect of minor importance. We stand today with the *volume* of employment off 35 per cent from 1926 levels, and the *payrolls* off over 50 per cent from the 1926 levels. In some key industries the situation is even worse. Iron, steel, etc., are off 39 per cent in volume of employment and 64 per cent in payrolls. . . . Politicians, bankers, economists and industrialists should live and sleep with these figures until they grasp their real significance. We *must* get spendable money income back into the hands of the unemployed. We *must* obtain a more equitable distribution of employment and spendable money income. We *must* bring the dollar down from its present level of \$1.60. We have already procrastinated far too long. We have been altogether too patient with the opponents of inflation when it is deflation to par we are requiring. We are at a crisis which requires decision and action. Complacency with things as they are is immoral and unintelligent, if not actually breeding of revolution.

Ray Bill

How I Rate Salesmen Who Ask for Jobs

(Continued from page 131)

Up to this time there have been very few organizations that have had the three-line set-up. During the war business didn't need salesmen. About 1921 a change came.

"The year 1921 went flat. Salesmen were needed. Business wasn't good. Many wouldn't take a chance on salesmen except on a straight commission basis. They got few men. The turnover was expensive. All that hurt salesmen with the trade.

"Finally a time came when they could get no commission salesmen at all. So they began to pay \$50 a week against expenses. The result was that for the first two or three months the salesman was in the red. Some were hopelessly sunk and lost their pep. No money was left for the family.

"From that point on to the beginning of the depression two years ago there was a general increase in drawing account allowance and many concerns got back to the old standard principle which was paying salary, expenses, and then a commission on sales above a certain amount.

"It is concerns that are using this policy today that are steadily going ahead. During the past year there has been a frantic effort to hire men on a straight commission and no drawing account.

"The sooner a house gets back to the idea of paying some salary, plus expenses and commission, the sooner will the sales force become stabilized and go on a profitable basis again. A sales force cannot be operated on a something for nothing basis.

"The day of tricks on salesmen is over. They have been exploited on a something for nothing basis long enough. The main reason it is over is because the most of the salesmen have been exploited and are broke.

"Many concerns are doing a better business than ever before. Success is the result of carefully laid-out merchandising plans, hiring men with good records and offering them a fair proposition and proper manager support."

Expello Expands Advertising Program

DOVER, N. H.—Expello Company, maker of a moth exterminator, is extending its consumer advertising program to include 115 newspapers in the United States and Canada. The company also employs magazines and business papers.

CHICAGO—Owen J. Nolan, for twenty years with Albert Pick-Barth Company, institutional supply house, in various sales capacities, has become general manager of the Hubbard Portable Oven Company here.

BUSINESS HOURS

ARE COSTING LESS

BY air travel, business men are saving not only time, but money. Over a ten month period, the vice-president and sales manager of a nationally-known shoe company cut his travel-cost-per-business hour from \$7.98 to \$5.53. He used *air travel* in business trips between 16 U. S. cities, totaling nearly 10,000 miles.

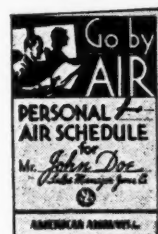


By taking the AIRway, he spent only 93 hours—a *direct saving of 225 hours* of a busy executive's valuable time.

His trips were planned by American Airways Business Travel Planning Service. They will gladly plan your own trips, coordinating air and rail lines, over any parts of the country.

Just send us the route of your next business trip. Indicate the time you will require in each city. Promptly you will receive a com-

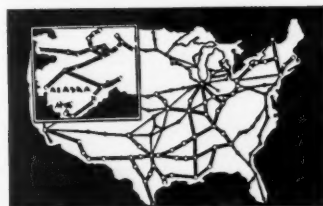
plete itinerary which shows all departures, arrivals, air and rail connections, stopovers, fares, etc. Address American Airways Business Travel Planning Service, 122 East 42nd Street, New York City. No cost or obligation.



Reservations, and complete information regarding travel by American Airways also obtainable at all leading hotels, travel agencies and Postal Telegraph offices.



AMERICAN AIRWAYS INC.



COAST TO COAST

CANADA TO THE GULF

Media and Agencies

On May 1 the Roche Advertising Company, established in 1926, will move its fixtures and personnel into the offices of Williams & Cunnyngnam, Inc., established a quarter of a century before, and from henceforth the merger will be known as Roche, Williams & Cunnyngnam. J. P. Roche, president of the Roche Advertising Company, will be the president of the new agency, and Lloyd Maxwell, president of Williams & Cunnyngnam, chairman of the board. The pooling of the accounts of both agencies makes a total of sixty-four accounts, among which are such advertisers as: Studebaker, Rockne, Williams Oil-O-Matic, Free Wheeling Patents Corporation, Bendix Aviation Corporation and Bendix Stromberg Carburetor Company, Walgreen Company, Timken Detroit Axle Company, Sun Oil Company, Lee Tire & Rubber Company, Cudahy Packing Company, College Inn Food Products Company, etc. The success of the Williams & Cunnyngnam Company in creating advertising slogans and characterizations that appeal to the imagination of the public is attested to by such familiar lines as: "Roll Your Own," "It's Toasted"—Lucky Strikes and Listerine's "Halitosis."

* * *

The Washington *Daily News* is chafing under the stigma of the designation "tabloid." "Damn the word," says their editor. "The word, of course, is all right. It means merely something compressed, condensed or in concentrated form." May we make bold to cite Mr. Funk and Mr. Wagnalls, who agree that any use of the word "tabloid" other than for pills (the hard to take kind) is erroneous, and mistakenly humorous? Anyway, the *News* finds it hard to swallow "tabloid"—with all its connotations that in no way apply to its type of newspaper. They want a word that does definitely describe its character and its concise presentation, and they'll pay a hundred dollars for the word. If you want to enter the contest, send your name to Nelson P. Paynter at the Washington *Daily News*, and he will arrange to place you on the mailing list to receive the newspaper for two weeks, so that you may be better equipped to do the job.

* * *

Major John S. Cohen, president and editor of the Atlanta *Journal*, left the Associated Press meeting in New York on Monday to receive his credentials as United States Senator from Governor Russell of Georgia. Then off to Washington on Tuesday to take the oath of office to fill until the November elections the place of the late Senator William J. Harris. Governor Russell indicated that Major "Jack" would be a candidate in November for the unexpired term of Senator Harris, which runs to March 3, 1937.

* * *

Jason Rogers, once publisher of the New York *Globe* and general manager of the Kansas City *Journal-Post*, died at Falmouth, Massachusetts, on April 26. Mr. Rogers was also the editor and publisher of *The Advertiser's Weekly*, later absorbed by the

estimable magazine you are now reading.

* * *

It's not often that an advertising agency can get in front of the scenes and face the consuming public. The Cramer-Krasselt Company of Milwaukee recently took advantage of a nice opportunity to pierce the agency publicity screen by joining the ranks of the "Made in Milwaukee" exhibitors. The Gimbel Brothers Milwaukee department store each year presents a "Made in Milwaukee" exhibition, to which the loyal residents of the surrounding counties flock in attendance. Cramer-Krasselt installed a display in one large window of Gimbel's which shows how this nationally known advertising agency functions to produce complete campaigns. Though service facilities do not lend themselves very easily to display, the agency's staff evolved a revolving series of panels which show the advertisements prepared for various accounts, each on a background symbolizing the product.

* * *



In defense of its 20 per cent rate increase for WEA and WJZ in the New York area, effective May 1, the National Broadcasting Company reminds us that the number of receiving sets in the New York market has been augmented approximately 120 per cent since the establishment of its current rates on February 1, 1929.

* * *

The board of directors of the Newspaper Advertising Executives' Association has voted to hold the annual convention of the association in conjunction with that of the Advertising Federation of America in New York City, at the Waldorf-Astoria Hotel on June 20, 21 and 22. Program plans are being formulated now under the direction of Alvin R. Magee of the Louisville *Courier Journal & Times*, vice-president of the association. Don U. Bridge, advertising director of the New York *Times*, is president, and Robert A. Wolfe, local display advertising manager of the Indianapolis *News*, is secretary-treasurer.

An entire departmental session of the A. F. A. convention will be given over to the discussion of the extension of the activities of the Better Business Bureaus to small communities as well as large cities. The success of the movement will depend in large measure upon the cooperation of advertising clubs, which are invited to contribute their support.

The A. F. A. urges prompt registration of those groups and individuals planning to attend the convention. The Waldorf-Astoria has announced specially reduced room rates for convention delegates, so send your reservation forthwith to Eugene F. Voit, at the Waldorf.

* * *

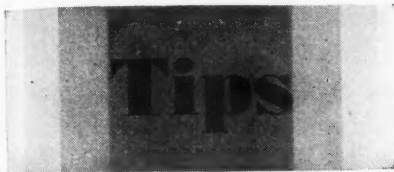
At a meeting of the stockholders of the Curtis Publishing Company, Cyrus H. K. Curtis, president, reported that circulations on the *Saturday Evening Post*, the *Ladies' Home Journal* and the *Country Gentleman* are the highest in their history for this time of year. Mr. Curtis added that it had required intensive sales effort and increased promotional expenditure to reach their present peaks, but that all cut-rate and scheme circulation methods have been shunned. Revenues from advertising, on the other hand, showed a decrease of about 24 per cent from the preceding year.

At the annual meeting A. J. Fernandez was elected a director to succeed Myron Douglas, who resigned.

* * *

We're not averse to giving our own branch of the publishing business a boost once in a while. Here's one from the lips of V. G. Iden of the American Institute of Steel Construction, during a Rotary Club address. "I may as well be frank enough to acknowledge that business journals have come into existence because there is money to be made out of them. Our prime endeavor is to build up a profitable medium for advertising. But to do that we must build up a reading public that believes in us sufficiently to subscribe and read the paper conscientiously. Without the confidence of the reader, no journal would long be a paying medium for advertising."

"The proof of the practical service business journals have rendered is found in the record of their growth. In 1915 the Ayer Directory estimated they jointly had a circulation of about 500,000. Today the strictly business journals enjoy a circulation of at least 1,500,000, and their readers are at least seven times that number."



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Inspiration for Salesmen

Don't Let the Elephant and Donkey Get Your Goat! Every once in a while we come across a piece of "inspirational" literature for salesmen that isn't just so much "bologna." Most of it is such transparent propaganda for jacking up the spirits of justly discouraged sales forces that its effectiveness is lost through its very obviousness. The point which Maxwell Droke makes in this booklet is that "available records plainly 'give the lie' to that senseless old superstition that a national election means an 'off year' for commerce. . . . Some of the most prosperous years this country has ever known were those in which Presidential timber was made ready for the market." We all know how prone business is to take it easy during political years—how sales as well as administrative groups are eager to grasp at the election alibi for lack of results. Mr. Droke cites a number of excellent reasons why the salesman-on-his-toes can capitalize on the apathy of competitors during times like these, and follows up his argument with a number of stories which should jolt the most spineless salesman into action. Mr. Droke has so long been exposed to the problem of training salesmen that he knows just what arguments go over, and which fall flat. Sample copies are available to executives who wish to examine them for consideration for distribution among their salesmen.

Advertising

Criterion Panel Performance Report. As a test of the effectiveness of Criterion panels as an advertising medium, Walter Mann & Staff conducted a survey of the sales performance of Oelerich & Berry's Old Manse Syrup, before and after the use of the panels. This advertiser was selected for the analysis because the Criterion panels were the only medium used by them, and there were no other advertising influences to confuse the issue. The information contained in the report is based on actual dollar sales figures from the records of the company.

Sales Promotion Material

Directory of Printing Buyers' Library. Sales executives in New York City who like to direct the proper execution of sales promotional material without involving themselves in complications with a number of paper manufacturers, printers, type makers and such, will be interested in the facilities of a library organized by Brogle and Company, New York. This company extends an open invitation to all those interested in the graphic arts to avail themselves of the information gathered together in their

library. Brogle and Company have printed a directory, available for the asking, which lists the material available for consultation. This includes 6,000 swatches of paper classified according to color, finish and mill-brand, complete printed material and dummy suggestions for portfolios, booklets, folders, broadsides, labels, etc., planning helps, information about paper distributors, paper price guide, types, colors and inks, engravings and electrotypes, envelopes and mailers, postal information, etc. There are also open for inspection 1931's most outstanding direct mail successes in forty-two business classifications.

DETROIT—The American Trade Association Executives will hold its annual meeting at the Ambassador Hotel, Atlantic City, New Jersey, September 15-17.

Northern States Power's Gross and Net Higher

CHICAGO—The annual report of the Northern States Power Company for 1931 showed an increase in gross earnings of \$711,047, or 2.13 per cent, and in net earnings, of \$1,009,582, or 6.07 per cent, the Byllesby Engineering and Management Corporation announced last week. Gross earnings were \$33,983,009, and net earnings \$17,615,802.

Northern States Power, through subsidiaries, furnishes electric light and power, gas and other utilities to 614 communities in the central northwest.

DOES THE BEACON JOURNAL

93 GO INTO
OUT OF 100
AKRON HOMES?

Frankly we don't know. We do know there were 53,000 active electric meters as of April 15, 1932. There are approximately 3,000 retail establishments in Akron. This indicates 50,000 active domestic electric meters. The city circulation of The Beacon Journal for the six months' period ending March 31, 1932, was 46,407—46,407 Beacon Journals daily to 50,000 domestic electric meters indicates pretty strongly that the Beacon Journal does go into 93 out of every 100 homes in Akron.

We do know that The Beacon Journal has more city circulation than the second paper has total circulation—46,407 city circulation for the Beacon Journal against 43,823 total circulation for the second paper. In addition to the city circulation the Beacon Journal has 17,032 daily in the suburban trading territory and 2,295 designated as "all other." The total Beacon Journal circulation is 65,734, a lead of 21,911.

The Beacon Journal lead in retail advertising lineage, six days (Beacon Journal) against seven days (second paper), for the past four years (Media Records figures available for only four years), tells its own story.

Beacon Journal Lead.....	1928.....	458,847
Beacon Journal Lead.....	1929.....	500,272
Beacon Journal Lead.....	1930.....	864,651
Beacon Journal Lead.....	1931.....	2,155,498
First 3 months of.....	1932.....	834,761

All Lineage figures from Media Records.

Akron Beacon Journal

STORY, BROOKS & FINLEY

Special Representatives

Member: Major Market Newspapers Inc., A.B.C., A.N.P.A.,
Bureau of Advertising.

Rotogravure Attracts Readers

Rotogravure sections are the most widely read sections of newspapers. That's because pictures are the universal language. Photographs are the believable, convincing parts of that language. Rotogravure reproduces photographs perfectly. Rotogravure will carry your visual sales message to as many people as you wish to reach. Magazines, newspapers, and every form of direct mail are open to rotogravure. Kimberly-Clark Corporation makes papers that give complete satisfaction on every rotogravure use—for black and white and fine color work, too. Standards of quality for almost twenty years. Use rotogravure—use a Kimberly-Clark paper.

Kimberly-Clark Corporation

Established 1872 NEENAH, WIS.
NEW YORK CHICAGO
122 E. 42nd St. 8 S. Michigan Ave.
LOS ANGELES
510 W. Sixth St.

WASHINGTON'S FOREMOST HOTEL

● Located on renowned Pennsylvania Avenue. Convenient to all government departments, shopping district.

● Willard cuisine is world-famous, its service incomparable, and the rates most reasonable.

Single rooms \$4.00 and up
Double rooms 6.00 and up

The
WILLARD

Frank S. Hight
President



Building a Blue Ribbon Sales Organization

(Continued from page 127)

more likely to appreciate the importance of a study of the product or a point in selling technique if one of their own colleagues illustrates it out of his own experience. Consequently, the high salesman for each week conducts the Saturday morning sales meeting. The Rex Cole selling week runs from Thursday to Thursday. On Thursday night the high salesman for the previous week is assigned a topic to discuss at the Saturday morning branch meeting. In the two days following he is expected to study the subject thoroughly.

At the Saturday morning meeting he discusses his theme, whether it be the technical details of the product or the actual conduct of an interview, in terms of his own experience. Salesmen like to conduct these meetings and there is rivalry among them to win this honor. The conduct of a meeting, furthermore, is excellent training.

Besides the speech of the winning salesman of the week the company sends guest speakers. These are usually company executives, who discuss a specific point in the salesman's job.

As integrated and as smoothly working as the Rex Cole task and accomplishment system of selling is, it would fall down instantly if it were not for the enthusiasm of the salesmen. The encouragement of cheerful aggressiveness is one of the most important features of the Rex Cole plan. Pitting the salesman against his fellows is one surefire method for arousing enthusiasm. Consequently, many contests are used, some of which have been discussed previously in SALES MANAGEMENT. When awards are made in these events, Rex Cole glorifies and honors the individual, and gives him a generous measure of "intangible" as well as tangible reward. If a salesman wins a watch, the presentation is made in front of everybody on the whole force. It is made by the president himself. There is a big party and the watch is suitably engraved, telling why the man won it; when he gets it, the band plays. That makes him remember.

Showmanship in rewarding sales effort is unquestionably good management strategy.

* * *

This brief picture of the daily routine of a Rex Cole salesman will furnish a fairly adequate idea of what we mean when we say we believe unreservedly in detailed planning of salesmen's work to the end that the company may not only enjoy the benefits

of the increased sales volume which results, but to the equally important end that the salesman may be helped toward increasing his earnings and satisfied in his work. If there is one tested technique of selling your product which is known to produce proportionately more business than any other, why continue to allow men to use less effective methods?

Canners Mobilize Newspapers to "Move Canned Foods Now"

(Continued from page 129)

ham), Van Camp, and others.

The association has received many reports of increased emphasis on and increased sales of canned foods. For example, C. H. Janssen, secretary-manager of the National Association of Retail Grocers, wrote recently: "The campaign is certainly 'hitting the ball.' There never was such enthusiastic teamwork on any campaign to move canned foods into consumption. Retailers everywhere are reporting mounting sales. Your advertising program is doing a tremendous job and doing it successfully."

Among hundreds of reports from retailers submitted by newspapers, the following suggest the extent to which the campaign has succeeded in "moving canned foods now."

One retailing group sold more canned peas and corn in three months than in the previous ten. Another's canned goods sales were "probably 75 per cent above normal." One local chain had "additional sales of 500 cases of one item in one week"; a regional chain was starting the next week an intensive drive on canned foods, adding that "each one of our 1,500 stores will display three posters featuring canned foods exclusively."

A wholesaler reported that "either the advertising you are doing or our own hard work has doubled our canned foods sales in 30 days." And a local canner said: "The educational feature of the advertisements has been attracting a great deal of attention among Detroit housewives." Several canners and brokers mentioned 20 to 30 per cent sales increases.

"In this work," said Mr. Pelham, "the newspapers played an important part. The progress of the campaign is due largely to them. The newspapers know their local markets. They have the facilities—if advertisers would use them—to make the most of campaigns, from the advertisers' standpoint and their own."

The committee will check up, after the campaign closes this month, to ascertain the exact degree of its success.

St. Louis Drug Survey Culminates in Conference

(Continued from page 133)

to \$1.34, while general sales in the same store were 35 cents.

"If a druggist will analyze his departments," he said, "he can tell very quickly whether new goods offered by a salesman can be stocked at a profit."

William W. Ochse, president of the San Antonio Drug Company, San Antonio, spoke of "the lamentable merchandising ability of the retail druggist, the wholesaler and the manufacturer." He added:

"We need better methods; more co-operation on the part of the manufacturer in building up definite selling plans. Many of us have been volume crazy. We must learn to make a profit on every transaction. . . . If the retail druggist and the wholesaler and the manufacturer will coordinate their plans to make a steady flow of sales and a balance of stocks the business can thrive."

Dr. E. Fullerton Cook, professor of operative pharmacy, Philadelphia College of Pharmacy and Science, commented on two present-day ideas for valuing a sale. They were, he said:

- 1—Make a sale to make a profit.
- 2—Make a sale to get a customer into the store who will ultimately give a profit.

Wroe Alderson, survey director for the Department of Commerce, summarized six "very significant facts" brought out by the survey:

"1. The retail drug trade, with a few notable exceptions, does not engage in aggressive merchandising, and hence is not fully capitalizing its opportunities for the creation of demand.

"2. The essential basis of aggressive merchandising is organization and sales planning, rather than high-pressure tactics in advertising or the sales interview.

"3. A redirection of retail sales effort is suggested by the predominance of men among customers, by the small number of multiple sales, and by observed consumer reactions to sales devices.

"4. Location and rental problems are of paramount importance involving not only the success of the retail druggist but major issues concerning the entire industry.

"5. An era of store modernization is overdue because of the many new departments in the drug store which have not been fully assimilated.

"6. A basis for pricing from operating cost rather than from competitive considerations is urgently needed and would help greatly in clearing up some of the issues now vexing the trade."

1ST. IN PEORIA 2ND IN THE STATE. 21ST IN THE NATION

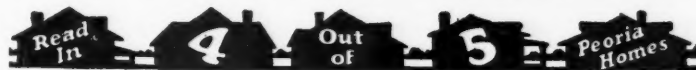
Total Advertising in Agate Lines for Year 1931 of the Leading Newspapers of the United States

Baltimore Sun	M. E. & S.	29,316,159
Kansas City Star	M. E. & S.	25,507,598
New York Times	M. E. & S.	24,382,912
Washington Star	E. & S.	23,706,576
Louisville Courier-Journal-Times	M. E. & S.	22,405,584
Providence Journal-Bulletin	M. E. & S.	21,976,549
Detroit News	E. & S.	21,318,252
Chicago Tribune	M. E. & S.	20,221,134
Philadelphia Public Ledger	M. E. & S.	19,760,341
Pittsburgh Press	E. & S.	19,341,278
* San Diego Union-Tribune	M. E. & S.	19,012,155
Los Angeles Times	M. E. & S.	17,824,412
St. Louis Post-Dispatch	E. & S.	17,734,119
Newark News	E.	17,770,769
Philadelphia Bulletin	E.	17,019,907
Birmingham News-Age Herald	M. E. & S.	16,773,616
Baltimore Sun	E.	16,550,204
New York Herald-Tribune	M. E. & S.	16,349,003
Pittsburgh Sun-Telegraph	E. & S.	16,131,868
Des Moines Register-Tribune	M. E. & S.	16,118,266
PEORIA JOURNAL-TRANSCRIPT	M. E. & S.	16,109,529
Hartford Times	E.	15,956,256
Los Angeles Examiner	M. E. & S.	15,900,999
Oklahoma Times	M. E. & S.	15,854,862
Memphis Commercial-Appeal	M. E. & S.	15,811,240
Boston Herald	M. E. & S.	15,593,558
New York Sun	E.	15,495,357

M—Morning Issue; E—Evening; S—Sunday; D—Daily.

*Figures Courtesy The San Diego Union-Tribune

PEORIA JOURNAL-TRANSCRIPT



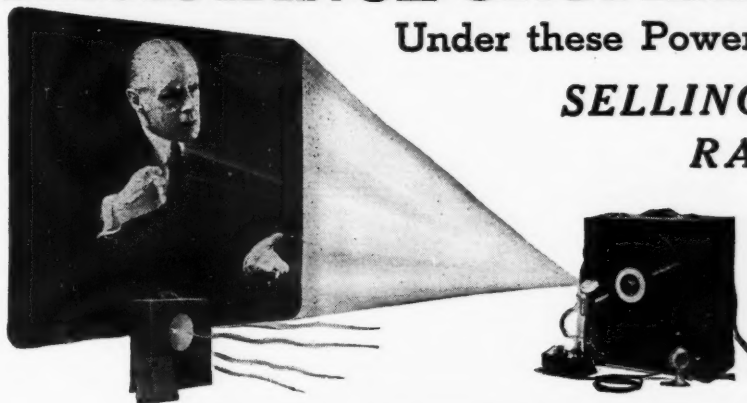
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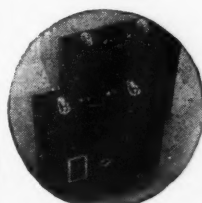


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16 mm "Talkies" are
Alive with the Punch
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Needed in Your 1932
Sales Program.

The
ANIMATOPHONE

Design Wins Respect for Terra Cotta

(Continued from page 134)

indicated in specifications as the standard of quality which the architect requires contractors to meet.

In tackling the terra cotta job, therefore, Mr. Solon and the Federal Seaboard Terra Cotta Company set up as their goal the raising of the product into the "direct specifications" class. Mr. Solon's experience has led him to believe that manufacturers of neglected or obscure products can very often make a short-cut into the ranks of those directly specified, by building into their products a specialty appeal that is exclusive with their product. He has seen the trick turned by many a manufacturer whom it would have taken years to win recognition by the slow process of reputation building.

The first step was to evolve a line of entirely new interpretations of terra cotta design effects which the architect could achieve only with this material.

The new line took the form of interlocking blocks in a variety of shapes, fresh surface textures, unit sizes most efficient for modern construction and low reliefs designed to express the individuality of the material.

The McGraw-Hill Building, in New York, is an example of the subtle color effects which can be expressed in terra cotta. The wide scale of color variations available in terra cotta was another "natural resource" on which Mr. Solon capitalized.

Mr. Solon emphasizes the point that he could not have achieved even a good start in the way of developing the possibilities of terra cotta if he had not followed the evolution of the material, from its raw state in the kiln to its application on the building job. It is the designer's complete familiarity with production processes; his unflinching sureness about just how much he can do with the facilities at hand; his ingenuity at devising minor improvements in production equipment or technique which will result in major improvements in product; and his knowledge of production costs and limitations which make him an asset rather than a liability to the manufacturer.

After they were thoroughly satisfied that they had developed a material with unassailable integrity and vitality they proceeded to build prestige for terra cotta among the men who had heretofore barely tolerated it.

From his previous experience in selling architects, Mr. Solon was inclined to believe that one of the most effective promotion tools for the introduction of the new terra cotta line would

be the brochure. The plan was to print a series of five brochures, each devoted to the future of terra cotta as seen by one of the country's leading architects. Before launching the entire direct mail program, however, they experimented with the pulling power of the brochures by mailing Number One of the series, called Terra Cotta Futurities, to a list of three thousand architects and building contractors.

With the brochure was enclosed a postcard, which they suggested be returned to the F. S. T. C. C. if the first brochure had excited enough interest to warrant their following it up with the other four in the series. Out of this mailing of 3,000 brochures, 2,600 requests for the rest of the set were received! Those 2,600 names, of course, constituted class A prospects for selling purposes.

The architectural press, of course, was depended upon to reinforce the other introductory promotions.

So much for the production and promotion aspects of the designer's work. Mr. Solon considers the rekindling of enthusiasm in a demoralized sales force one of the most vital arguments in favor of redesign.

He believes that if the product evolved out of the convictions of the designer is good, he is perhaps better fitted than any other man in the organization to introduce it to the men who must sell it. He qualifies this opinion by saying that if the designer is so endowed that he can convey his own convictions about his creation to other men, he is unquestionably the man to do the job. The important thing is that the opportunity it affords to quicken the pulse of the salesman

must not be dissipated by feeble presentation.

Mr. Solon has just concluded a job for another manufacturer of structural material which is about ready for introduction to the trade. Before the redesign of the product its market had collapsed, prices were shot, and the men refused to exert any effort on an item that "couldn't be sold." It had been in the line in unchanged form for such a long period of years that they couldn't get a spark of interest in it out of a prospect.

When Mr. Solon gave the stale item a fresh design interest the sales force arose to the occasion by taking it out to the trade on a test campaign, and returning with sufficient orders to justify increased production at a 33 1/3 per cent increase in price. This, in spite of the fact the design change had not appreciably increased production costs.

Apropos of a manufacturer's permitting his product to be produced and sold in a single or limited number of forms for a period of years, Mr. Solon brings out a point that is often overlooked—that of the implied limitations of a material traceable to the manufacturer's own lack of enterprise in developing new applications and expressions.

To summarize, then, we should say that the designer who will yield the maximum service to his client is he who, besides having an impeccable design sense, is well-grounded in production processes, can promote the product he created, can infuse the sales force with enthusiasm, and can build merchandising assets into his design.

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